

# **Curriculum and Syllabus**

**For**

## **MASTER OF BUSINESS ADMINISTRATION (MBA)**

**Under**

**Choice Based Credit System (CBCS)  
[With effect from the Session 2024-25]**



**USHA MARTIN UNIVERSITY  
RANCHI, JHARKHAND**  
(Recognized by UGC under Sec. 2(f) of UGC Act 1956)

# USHA MARTIN UNIVERSITY, RANCHI

## PROGRAM STRUCTURE FOR MASTER OF BUSINESS ADMINISTRATION (MBA) Semester-wise Subject Distribution

### FIRST SEMESTER

<b>SUBJECT CODE</b>	<b>SUBJECT NAME</b>	<b>CREDITS</b>
MBA-1001	Management Process and Organizational Behavior	3
MBA-1002	Quantitative Techniques for Management	3
MBA-1003	Managerial Economics	3
MBA-1004	Environmental Management	3
MBA-1005	Managerial Skill Development	2
MBA-1006	Business Ethics	3
MBA-1007	Accounting for Managers	3
MBA-1008	Computers Application in Management	3

### SECOND SEMESTER

<b>SUBJECT CODE</b>	<b>SUBJECT NAME</b>	<b>CREDITS</b>
MBA-2002	Operations Research	3
MBA-2003	Human Resource Management	3
MBA-2004	Financial Management	3
MBA-2005	Marketing Management	3
MBA-2006	Production & Operations Management	3
MBA-2007	Research Methodology	3
MBA-2008	International Business Environment & Management	3
MBA-2009	Artificial Intelligence & Machine Learning	3

### **THIRD SEMESTER (Specialization)**

Third Semester course/ subjects comprises of

- Four general papers (compulsory) from which one paper will be summer internship
- Four major papers (Optional)
- Two Minor Papers (Optional)

<b>GENERAL SUBJECTS</b>		
<b>SUBJECT CODE</b>	<b>SUBJECT NAME</b>	<b>CREDITS</b>
MBA-3001	Business Environment	3
MBA-3002	Decision Support System & Management Information System	3
MBA-3003	Business Legislation	3
MBA-3004	Summer Training Project	3

<b>FINANCIAL MANAGEMENT (MAJOR)</b>		
<b>SUBJECT CODE</b>	<b>SUBJECT NAME</b>	<b>CREDITS</b>
MBAF-3001	Security Analysis and Portfolio Management	3
MBAF-3002	Capital Budgeting	3
MBAF-3003	Financial Institution and Market	3
MBAF-3004	Working Capital Management	3

### **OPTIONAL PAPERS (MAJOR)**

<b>MARKETING MANAGEMENT (MAJOR)</b>		
<b>SUBJECT CODE</b>	<b>SUBJECT NAME</b>	<b>CREDITS</b>
MBAM-3001	Consumer Behavior	3
MBAM-3002	Advertising Management	3
MBAM-3003	Service Marketing	3
MBAM-3004	International Marketing	3

<b>HUMAN RESOURCE MANAGEMENT (MAJOR)</b>		
<b>SUBJECT CODE</b>	<b>SUBJECT NAME</b>	<b>CREDITS</b>
MBAH-3001	Industrial Relations & Collective Bargaining	3
MBAH-3002	Compensation Management	3
MBAH-3003	Strategic Training & Development	3
MBAH-3004	HRD	3

<b>INFORMATION TECHNOLOGY (MAJOR)</b>		
<b>SUBJECT CODE</b>	<b>SUBJECT NAME</b>	<b>CREDITS</b>
MBAIT-3002	Enterprise Resource Planning and Business Process Reengineering	3
MBAIT-3005	Business Intelligence and Analytics	3
MBAIT-3007	Data Sciences with R Programming	3
MBAIT-3008	Database Management System	3

**OPTIONAL PAPERS (MINOR)**

<b>FINANCIAL MANAGEMENT (MINOR)</b>		
<b>SUBJECT CODE</b>	<b>SUBJECT NAME</b>	<b>CREDITS</b>
MBAF-3002	Capital Budgeting	3
MBAF-3003	Financial Institution and Market	3

<b>MARKETING MANAGEMENT (MINOR)</b>		
<b>SUBJECT CODE</b>	<b>SUBJECT NAME</b>	<b>CREDITS</b>
MBAM-3001	Consumer Behavior	3
MBAM-3002	Advertising Management	3

<b>HUMAN RESOURCE MANAGEMENT (MINOR)</b>		
<b>SUBJECT CODE</b>	<b>SUBJECT NAME</b>	<b>CREDITS</b>
MBAH-3004	HRD	3
MBAH-3003	Strategic Training & Development	3

<b>INFORMATION TECHNOLOGY (MINOR)</b>		
<b>SUBJECT CODE</b>	<b>SUBJECT NAME</b>	<b>CREDITS</b>
MBAIT-3005	Business Intelligence and Analytics	3
MBAIT-3008	Database Management System	3

### FOURTH SEMESTER (Specialization)

Third Semester will have course/ subjects

- Two general papers (compulsory)
- Two major papers (Optional)
- One Minor Papers (Optional)

<b>GENERAL SUBJECTS</b>		
<b>SUBJECT CODE</b>	<b>SUBJECT NAME</b>	<b>CREDITS</b>
MBA-4001	Corporate Evolution & Strategic Management	3
MBA-4002	Project Study (equivalent to two papers or 200 marks)	6

### **OPTIONAL PAPERS (MAJOR)**

<b>FINANCIAL MANAGEMENT (MAJOR)</b>		
<b>SUBJECT CODE</b>	<b>SUBJECT NAME</b>	<b>CREDITS</b>
MBAF-4001	Financial Derivative	3
MBAF-4002	Corporate Valuation and Merger	3

<b>MARKETING MANAGEMENT (MAJOR)</b>		
<b>SUBJECT CODE</b>	<b>SUBJECT NAME</b>	<b>CREDITS</b>
MBAM-4001	Logistics and Supply Chain Management	3
MBAM-4002	Brand Management	3

<b>HUMAN RESOURCE MANAGEMENT (MAJOR)</b>		
<b>SUBJECT CODE</b>	<b>SUBJECT NAME</b>	<b>CREDITS</b>
MBAH-4001	Organizational Development	3
MBAH-4003	Cross Culture and Global HRM	3

<b>INFORMATION TECHNOLOGY (MAJOR)</b>		
<b>SUBJECT CODE</b>	<b>SUBJECT NAME</b>	<b>CREDITS</b>
MBAIT-4003	Business Applications of Block Chain Technologies	3
MBAIT -4004	Emerging Trends in Information Technology	3

**OPTIONAL PAPERS (MINOR)**

<b>FINANCIAL MANAGEMENT (MINOR)</b>		
<b>SUBJECT CODE</b>	<b>SUBJECT NAME</b>	<b>CREDITS</b>
MBAF-4001	Financial Derivative	3

<b>MARKETING MANAGEMENT (MINOR)</b>		
<b>SUBJECT CODE</b>	<b>SUBJECT NAME</b>	<b>CREDITS</b>
MBAM-4001	Logistics and Supply Chain Management	3

<b>HUMAN RESOURCE MANAGEMENT (MINOR)</b>		
<b>SUBJECT CODE</b>	<b>SUBJECT NAME</b>	<b>CREDITS</b>
MBAH-4003	Cross Culture and Global HRM	3

<b>SUBJECT CODE</b>	<b>SUBJECT NAME</b>	<b>CREDITS</b>
MBAIT - 4004	Emerging Trends in Information Technology	3

## Department of Business Management

### Subject Specification

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** I

**Session:** ODD

**Subject Code & Name:** MBA-1001, Management Process & Organizational Behavior

**Credits:** 3

**Objectives:** The Objective of this paper is to accustom the learners with fundamental management concepts and behavioral processes in the organization.

#### Syllabus

Module	Topics
I	Evolution of Management Thought: Scientific and Human relation System and contingency approach for understanding organizations, managerial process, functions, skills and roles in an organization; Understanding and managing organization system
II	Understanding and managing Individual Behavior: Perception: concept, process, attribution theory; attitude, values, learning, personality
III	Work motivation: concept, process, theories of motivation, Leadership : concept & theories
IV	Understanding and managing group process: Interpersonal and group dynamics, Communication: Concept, Barriers, interpersonal communication, Transactional Analysis and, Application of emotional intelligence in organization.
V	Organizational conflict, managing conflict, JOHARI window, Organizational culture and climate: Concept
VI	Occupational stress: concept, factors ,managing stress, Organizational development(OD): concept & process

#### Text Books & References:

1. Koonz, H&Wechrich, H. Management. 14th ed. New York, McGraw Hill
2. EssentialsofManagement,Koontzand HeinzWeihrich,McGrawHill.
3. OrganizationalBehavior,S.Robbins,PHIPublication
4. OrganizationalBehavior,F.Luthans,TMHPublication

## Department of Business Management

### Subject Specification

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management      **Program:** Master of Business Administration (MBA)

**Semester:** I

**Session:** ODD

**Subject Code & Name:** MBA-1002, Quantitative Techniques for Management

**Credits:** 3

**Objectives:** The objective of the subject is to accredit the students to understand the role and significance of Statistics in promoting managerial decisions at uncertain times. Statistical methods are a common element employed in all functional areas of business: accounting, finance, management, and marketing.

#### Syllabus

Module	Topics
I	Matrices, Determinants and Introduction to Statistics – Elementary Transformation, Inverse of a Matrix by Row Operation. Determinant: Properties and expansion. Solution of simultaneous linear equations in two and three variables by Cramer’s Rules. Statistics: Definition, Importance and Scope in Managerial Decision Making, Functions, Application of functions
II	Frequency Distribution and their analysis - Measures of Central Tendency Arithmetic Mean, Median and Mode, Quartiles and Percentiles. Measures of Variation Concepts, Range, Mean Deviation, Standard Deviation, Coefficient of Variation.
III	Correlation Analysis: Meaning and significance. Methods of Studying Simple Correlation, Karl Pearson’s coefficient of correlation and Spearman’s Rank Correlation.
IV	Regression Analysis: Meaning and significance, Relation between Correlation & Regression, Linear Regression, Equation of Regression Lines (X on Y, Y on X), Standard Error Estimate.
V	Probability Concepts, Addition Law, Multiplication Law, Conditional Probability and Bayes’ Theorem, Distributions –Binomial, Poisson

#### Text Books & References:

1. Business Statistics, J.K. Sharma, Pearson’s Education.
2. Statistics for Management, Richard I. Levin & Rubin, Pearson Education
3. Quantitative Analysis for Management, Render and Stair, TMH
4. Quantitative Business Analysis - Text & Cases, Samuel Bodily
5. Quantitative Methods in Business, Anderson, Thomson Learning.
6. Business Statistics, S.P. Gupta & M.P. Gupta, Sultan Chand and Sons.

## Department of Business Management

### Subject Specification

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** I

**Session:** ODD

**Subject Code & Name:** MBA- 1003, Managerial Economics

**Credits:** 3

**Objectives:** The Objectives of this course is to apprise the learners with the approaches and techniques used in Micro-Economic Theory and to authorize them to apply these skills in decision-making in a business environment.

#### Syllabus

Module	Topics
I	Theory of demand, Consumers Equilibrium, Income & substitution effect, Revealed preference theory.
II	Production, Return to scale, Cost curves- short run and long run cost curves.
III	Market structure, Perfect Competition, Monopoly, Oligopoly, Non-Price competition, Theory of firm- profit maximization, sales maximization, organizational slack
IV	Macroeconomics, National income – concept and measurement, Determination of National income, GNP & GDP.
V	Money supply, Inflation- types& causes, deflation, disinflation, stagflation, CPI & WPI.
VI	Monetary policy, Fiscal policy, Balance of Payment. Stock Exchange*

#### Text Books & References:

1. Adhikary, M. Business Economics, New Delhi, Excel Books, 2000.
2. Baumol, W J. Economic Theory and Operations Analysis. 3rd ed., New Delhi, Prentice Hall Inc., 1996.
3. Chopra, O P. Managerial Economics. New Delhi Tata McGraw Hill 1985.
4. Keat, Paul G 8. Philips K. Y. Young, Managerial Economics, Prentice Hall, New Jersey, 1996.
5. Koutsoyiannis, A. Modern Micro Economics. New York, Macmillan, 1991.
6. Milgrom, P and Roberts J. Economics, Organization and Management. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1992.

## Department of Business Management

### Subject Specification

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** I

**Session:** ODD

**Subject Code & Name:** MBA- 1004, Environmental Management

**Credits:** 3

**Objectives:** The students shall have clear understanding what is Environment, and how Sustainable Development is important for existence of life. Students will be able to find the Environmental Laws, Acts patents etc and find out flaws if anything is there in the existing system and capable of revamping it to achieve major environmental priorities. Students will be able to identify pollution hazards, its causes and control.

### Syllabus

Module	Topics
I	Environmental Management: Fundamentals - Sustainable Development, Implications of human population growth, Limits to growth, Environment and Business Schools;
II	Energy Management: Fundamentals - Fossil Fuels use, Energy production and Trade, Energy Balance; Ecosystem Concepts: Concepts and their application in Business, Industrial Ecology and Recycling industry;
III	Environmental Management System: EMS Standards, ISO 14000, Environmental Auditing, Clearance/ Permissions for establishing industry; Economics- Environmental Taxes Shifts, Green Funding, Corporate Mergers, Environmental Ethics;
IV	Environmental Management Trade and Environmental Management, Debt and Environment, GATT/ WTO Provisions; Environmental Management & Valuation: Environmental Accounting,
V	Environmental Laws Acts, Patents, IPRS, Role of NGO'S, PIL; Pollution of Waste Management: Air, Water, Land Pollution, Trade in Wastes;
VI	Water, Forest & Biodiversity Management: Water Resources, Dams and their Role; Forest Product and Trade, Role of Biodiversity in International Trade; Approaches to Corporate Ethics; Bio- Ethics.

**Text Books & References:**

1. Uberoi, N. K.; Environmental Management, Excel Books, A-45, Naraina Phase-1, New Delhi, 2000
2. Pandey, G. N.:Environmental Management,Vikas Publishing House New Delhi, 1997
3. Gupta, N. Dass: Environmental Accounting, Wheeler Publishing, 19, K.G. Marg, New Delhi, 1997
4. Mohanty, S.K. : Environmental & Pollution Law Manual, Universal Law Publishing, G.T. Kamal Road, New Delhi,1996
5. Harley, Nick:Environmental Economics, MacMillan India Ltd., Ansari Road, New Delhi,1997

**Department of Business Management****Subject Specification****Faculty: Faculty of Business Management & Commerce****Department:** Business Management **Program:** Master of Business Administration (MBA)**Semester:** I**Session:** ODD**Subject Code & Name:** MBA- 1005, Managerial Skill Development**Credits:** 2**Objectives:** The course is intended to provide the learners a basic understanding of the process of communication and their application in a business environment.**Syllabus**

<b>Module</b>	<b>Topics</b>
<b>I</b>	Managerial Skills: Importance of managerial skills for successful management – communication as one of the managerial skills. Communication: Meaning, definition, process, functions and importance of communication – essential elements of effective communication – communication barriers (noise and filters)– overcoming communication barriers. Significance of communication to managers.
<b>II</b>	Types of Communication: Verbal & non-verbal. Oral communication: Forms – Types, Written communication: Forms – Non-verbal communication: Forms & importance of non-verbal communication – measures to improve non-verbal communication.
<b>III</b>	Channels of Communication: Formal and informal – barriers to formal and informal communication – steps to improve the effectiveness of formal and informal communication – 7C's of Communication.
<b>IV</b>	Listening: types of listening, importance, barriers and the principles of good listening – guidelines for effective listening – the art of listening.

<b>V</b>	Presentation: Oral and written – steps in presentation – guidelines for successful presentation. Group Discussion, theory, perspectives and application.
<b>VI</b>	Business Report writing: Procedure and guidelines for effective report writing. Letters – Memos – Circulars – Notices – art of negotiation – measures to improve negotiation skills among managers

**Text Books & References:**

1. C.S.G. Krishnamacharyulu and Lalitha Rama Krishnan, Business Communication, Himalaya Publishing House, Mumbai.
2. Urmila Rani and S. M. Roy, Business Communication, Himalaya Publishing House, Mumbai.
3. Nirmala Sing, Business Communication, Deep and Deep Publications Pvt. Ltd., New Delhi.
4. R. K. Madhukar, Business Communication, SAGE Publications

**Department of Business Management  
Subject Specification**

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** I

**Session:** ODD

**Subject Code & Name:** MBA- 1006, Business Ethics

**Credits:** 3

**Objectives** The objective of this paper is to familiarize the student with concept of values, Ethics and morality and ethical theories related to business across the world applied in the organization for its sustainable development

**Syllabus**

<b>Module</b>	<b>Topics</b>
<b>I</b>	Concept of Values, Morality and Ethics, Morality development, Moral reasoning and moral blame, Voluntary Unethicality vs. Induced Unethicality and their Consequences.
<b>II</b>	Secular and sacred values, Concept and significance of Indian Ethos in management, Indian heritage in production and consumption
<b>III</b>	Need of Business Ethics and ethical relativism, Theories of ethics: Utilitarianism, Deontological theory, Theory of Justice, Ethics of virtue and care.
<b>IV</b>	Ethics in individual in organization: Individual conflicts of interest, white collar crime, trade secret, whistle blowing, Ethics of consumer product and marketing.
<b>V</b>	Ethics of job discrimination: Job discrimination, nature, forms of job

	discrimination, utility rights and justice Arguments.
<b>VI</b>	Environmental Ethics: Meaning, dimension of pollution, Environmental ethics, Ethics related to conserving non-renewable resources

**Text Books & References:**

1. Velasquez g. Manuel, Business Ethics
2. John R. Boatright Ethics and the Conduct of Ethics
3. Chakraborty S.K. and Chakraborty D. *Human Values and Ethics; Towards Holistic Excellence* (ICFAI: Hyderabad)

**Department of Business Management**

**Subject Specification**

**Faculty: Faculty of Business Management & Commerce**

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** I

**Session:** ODD

**Subject Code & Name:** MBA - 1007, Accounting for Managers

**Credits:** 3

**Objectives:** The course intends to offer an insight of the principles and methods of accounting and application of financial and accounting information for planning, decision-making and control.

**Syllabus**

<b>Module</b>	<b>Topics</b>
<b>I</b>	Financial Accounting - Concept, importance and Scope, Generally Accepted Accounting Principles, Ethical Considerations in Accounting, Accounting ethics and corporate governance, Ethical decision-making
<b>II</b>	Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income, Inventory Valuation and Depreciation, International Accounting and Reporting, International Financial Reporting Standards (IFRS)
<b>III</b>	Financial Statement Analysis, Funds Flow Analysis, The Statement of Cash Flows; Management Accounting - Concept, Need, importance and Scope;
<b>IV</b>	Cost Accounting - Records and Processes, Cost Ledger and Control Accounts, Reconciliation and integration between Financial and Cost Accounts;

	Limitations of Financial Statements and Window Dressing: Critical Review of Financial Statements - Effects of Abnormal Items and Changes in Accounting Policies, Creative Accounting.
<b>V</b>	Overhead Cost and Control, Job and Process Costing, Budget and Budgetary Control, Performance Budgeting, Zero-Base Budgeting, Differences between IFRS and Generally Accepted Accounting Principles (GAAP)
<b>VI</b>	Relevant Costing and Costing for Decision-Making, Standard Costing and Variance Analysis, Marginal Costing and Absorption Costing. Current Developments and Trends in Accounting, Emerging accounting standards and practices, Technology's impact on accounting

**Text Books & References:**

1. Anthony R N and Reece J S. Accounting Principles, 6th ed., Homewood, Illinois, Richard D. Irwin, 1995.
2. Bhattacharya S K and Dearden J. Accounting for Management Text and Cases. New Delhi, Vikas, 1996
3. Heitger, L E and Matulich, Serge. Financial Accounting. New York, Mc-Graw Hill, 1990.
4. Hingorani, N L. and Flamanathan, A R. Management Accounting. 5th ed., New Delhi, Sultan Chand, 1992.
5. Horngren, Charles etc. Principles of Financial and Management Accounting. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
6. Needles, Belverd, etc. Financial and Managerial Accounting. Boston, Houghton Mifflin Company, 1994.
7. Madhu. Financial and Management Accounting. New Delhi, Anmol Publications, 1997.
8. Accounting for Managers, by C. Rama Gopal (Author).
9. Accounting for Managers by Jelsy Joseph Kuppapally.
10. Accounting for Managers by William Webster.

## Department of Business Management

### Subject Specification

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** I

**Session:** ODD

**Subject Code & Name:** MBA -1008, Computer Application in Management

**Credits:** 3

**Objectives:** The course offers to interpret the basic elements of computer and its application. It will further assist the learners to understand the modes of data processing and Database Management systems and their application in a business environment.

#### Syllabus

Module	Topics
I	Computers in Business, elements of computers system set-up, Indian computing environment, components of a Computer System, generation of computers and computer languages, personal computers in business.
II	Introduction, disk operating systems and windows, text processing software, introduction to spreadsheet software, creation of spreadsheet applications, range, formulas, functions, database functions in spreadsheet, graphics on spreadsheet.
III	Computer software systems, software development process, file design and report design, data files types/ organizations, master and transaction file, relevance of Data Base Management system and integration of applications, basics of data processing, data hierarchy and data file structures.
IV	Introduction to a micro-database manager, program development cycle, flow charting, input-process-output analysis, report generation and level generation, programming concepts, use of files in programming
V	Creating a presentation on a PC
VI	Types of Networks, Network topologies, Internet and Intranet, Electronic mail, LAN and WAN, management of data processing systems in Business organizations

#### Text Books & References:

1. Burch Jr., John G., Information Systems: Theory and Practice, Wiley, 5<sup>th</sup> Edition
2. Per O. Flaatten, P. Declan O'Riordan, Donald J. McCubbrey, Dryden Press, 5<sup>th</sup> Edition
3. Niranjan Shrivastava, Computer Applications in Management, Dreamtech Press, 1<sup>st</sup> Edition
4. Henry C. Lucas, Information Technology for Management, McGraw-Hill, 1<sup>st</sup> Edition

## Department of Business Management

### Subject Specification

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** II

**Session:** EVEN

**Subject Code & Name:** MBA -2002, Operations Research

**Credits:** 3

**Objectives:** This course offers to provide learners with the knowledge of formulating mathematical models for quantitative analysis of managerial problems in industry so that they are able to use resources (capitals, materials, staffing, and machines) more effectively. The subject imparts skills in the use of various mathematical models with Operations Research approach in solving real problems in industry and thereby facilitates the managerial decision making process.

Module	Topics
I	Introduction: Decision Making, Quantitative Approach to Decision Making, Nature and Significance of OR in Decision Making, Scientific Methods in Operations Research, Models in Operations Research, Application Areas of OR in Management.
II	Linear Programming: Model Formulation, Graphical Methods, Simplex Method, Big M Method, Two Phase Technique, Maximization and Minimization of L.P.P, Degeneracy in L.P.P.
III	Sensitivity Analysis Applied to Linear Programming Problems. Duality in Linear Programming. Dual Simplex Method.
IV	Assignment Problems: Concepts, Mathematical Formulation of an Assignment Problem, The Assignment Algorithm (Hungarian Assignment method), Balanced and Unbalanced Assignment Problems.
V	Transportation Problems: Concepts, Formulation of Transportation Problem, Minimization and Maximization Problems, Degeneracy, Travelling Salesman Problem.

#### Suggested Readings

1. Operations Research - J.K. Sharma, Macmillan India Ltd.
2. Introduction to Management Science - Fredrick S. Hillier and Mark S. Hillier, TMH
3. Principals of Operation Research - Wagner, H.M, Prentice Hall
4. Operations Research - Principles and Practice - Ravindran, Phillips and Solberg, Wiley
5. Operational Research - An Introduction, Taha, H.A - Macmillan
6. Operations Research - KantiSwarup, P.K. Gupta, Man Mohan, S. Chand and Company

## Department of Business Management

### Subject Specification

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** II

**Session:** EVEN

**Subject Code & Name:** MBA - 2003, Human Resource Management

**Credits:** 3

**Objectives:** The Objective of this subject is to familiarize the student with basic Human resource management functions, policies, roles and responsibilities in an organizational set up.

### Syllabus

Module	Topics
I	Concept and perspectives on Human Resource Management; Human Resource Management in a changing Environment, Strategic HRM: need & concept
II	Human Resource Planning: concept , process, techniques; Succession Planning, Career planning
III	Job Analysis and Role Description; Methods of Manpower Search; Attracting and Selecting Human Resource; Induction and Socialization
IV	Manpower Training and Development; Performance Appraisal and Potential Evaluation; Job Evaluation and Wage determination
V	Employee Welfare; Industrial Relation& Trade Unions; Dispute Resolution & Grievance Management; Employee Empowerment
VI	E Competency Mapping, Business Process Outsourcing, Flexi timing, Talent Management, Employee Engagement, Impact of technology.

### Text Books & References:

1. Rao, VSP, Human Resource Management
2. Saiyadain, Human Resource Management (TMH: New Delhi, India)
3. Dessler, G. Human Resource Management (Pearson: New Delhi, India)

## Department of Business Management

### Subject Specification

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** II

**Session:** EVEN

**Subject Code & Name:** MBA - 2004, Financial Management

**Credits:** 3

**Objectives:** The subject offers to introduce students to the concept of financial management, its application, significance and functions It further attempts to appraise the learners to financial planning, its objectives, benefits, types and the factors that help the success of financial planning.

### Syllabus

Module	Topics
I	Aims and objectives of financial management; Financial analysis and control; cost volume profit analysis, operating and financial leverage; time value of money;
II	Investment and capital structure decisions; instruments of long term finance;
III	Cost of different sources of raising capital; weighted average cost of capital; optimum capital structure;
IV	Conceptual Framework of Risk and Return: Type of Risks; Risk and Return of a Single Asset; Risk and Return of Portfolio (only two asset portfolio);
V	Methods of capital budgeting; Portfolio Selection; and Capital Asset Pricing Model (CAPM)
VI	Management of working capital- cash receivable and inventory management; internal financing and dividend policy; Dividend Theory and Policies – Issues in Dividend Decisions – Relevance Theory – Walter's Model – Gordon's Model – Irrelevance Theory – M-M hypothesis -.
VII	Dividend Policy in Practice – Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behaviour

### Text Books & References

1. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 6th edition, 2011.
2. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 10th edition, 2012.
3. Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.
4. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 11th Edition, 2012.
5. Brigham, Ehrhardt, Financial Management Theory and Practice, 12th edition, Cengage Learning 2010.

## Department of Business Management

### Subject Specification

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** II

**Session:** EVEN

**Subject Code & Name:** MBA -2005, Marketing Management

**Credits:** 3

**Course Objectives:** The purpose of this course is to develop an understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

#### Syllabus

Module	Topics
I	<b>Introduction</b> Nature and scope of marketing, Marketing concepts and marketing mix, Corporate orientation towards the marketplace, Creating and capturing customer value, Customer Relationship Management, Marketing environment, and Marketing information system.
II	<b>Marketing Research &amp; Consumer Behavior</b> Marketing research, Consumer buying behavior, Consumer buying decision process, Understanding consumer market, industrial market & Service market.
III	<b>Segmentation, Targeting and Positioning</b> Market Segmentation, Purpose and Basis of market segmentation, Target market selection, Product positioning, Positioning strategy .
IV	<b>Product and Price Decisions</b> Product mix, product life cycle, new product development, branding and packaging decisions. Pricing Decisions, Pricing Objectives, Factors Affecting Pricing Decisions, Pricing Methods, Pricing Strategies.
V	<b>Channel of Communication &amp; Channel of Distribution</b> Integrated marketing communication, Promotion decisions, Promotion mix, advertising, sales promotion, publicity and personal selling. Nature, Types and Levels of the channel of distribution, Factors affecting channel distribution, Retailing, Wholesaling.
VI	<b>Emerging Issues and Trends in Marketing</b> Legal & Ethical issues in marketing, Green marketing, Digital marketing, Neuro marketing, Consumerism, Marketing in practice.

**Text Books & References:**

1. Kotler, P. K., Koshy, K. L., &Jha, A. M. (2013): Marketing Management A South Asian Perspective. Creating Brand Equity. 14th Edition, Pearson.
2. Kumar, A., &Meenakshi, N. (2011). Marketing management. Vikas Publishing House.3<sup>rd</sup> edition.
3. Ramaswamy, V. S., &Namakumari, S. (2009). Marketing management: Global perspective, Indian context. Macmillan.
4. Baines, P., Fill, C., & Page, K. (2013). Essentials of marketing. Oxford University Press.
5. Etzel, M. J., Walker, B. J., & Stanton, W. J. (2001). Marketing management. McGraw-Hill/Irwin, Boston, MA.

**Department of Business Management**

**Subject Specification**

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** II

**Session:** EVEN

**Subject Code & Name:** MBA - 2006, Production & Operation Management

**Credits:** 3

**Objectives:** The course is planned to familiarize the enrollee with decision making in: Planning, scheduling and control of production and Operation functions in both manufacturing and services.

**Syllabus**

<b>Module</b>	<b>Topics</b>
<b>I</b>	Nature and scope of production and operations management
<b>II</b>	facility location; types of manufacturing system & layouts; layout planning and analysis;
<b>III</b>	Material handling- principles- equipment's, line balancing-problems; operations decisions production planning and control—in mass production –in batch/job order manufacturing; capacity planning models;
<b>IV</b>	Process planning- aggregate planning-scheduling- maintenance management concept concepts- work study, method study, work measurement, work sampling, work environment- industrial safety;
<b>V</b>	material management; an overview on material management, material planning and inventory control; JIT; Material planning budgeting and material

	requirement planning; purchase management; stores management;
<b>VI</b>	quality assurance – acceptance sampling, statistical process control, total quality management; ISO9000; Maintenance management; Safety management

**Text Books & References:**

1. Adam, E E& Ebert, RJ. Production & Operations Management, 6<sup>th</sup> ed., New Delhi, Prentice Hall of India, 1995
2. Amrine Harold T, etc. Manufacturing Organisation & Management. Englewood Cliffs, New Jersey, Prentice Hall inc, 1993

**Department of Business Management**

**Subject Specification**

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** II

**Session:** EVEN

**Subject Code & Name:** MBA - 2007, Research Methodology

**Credits:** 3

**Objectives:** The objective of this subject is to acquaint the learners with research process and research tools and techniques applicable in project, dissertation and thesis writing.

**Syllabus**

<b>Module</b>	<b>Topics</b>
<b>I</b>	Nature and Scope of Research; Research Method & Methodology; Research Process, Types of Research; Problem identification & formulation, Research Questions , Research Objectives, Formulation of tentative research topic, Theoretical & Conceptual Framework.
<b>II</b>	Research Design: Concept, Components, & Significance; Types: Experimental Research Designs: Principles & Types of Experimental RD; Non-Experimental Research Designs: Exploratory, Descriptive , Causal and other emerging research designs.
<b>III</b>	Sampling: Need & Concept ,Sampling Process, Components: Types of Sampling Process: Probability Sampling Process & Non Probability Sampling Process, Estimating the sample size, Sampling Techniques: Probability & Non-Probability
<b>IV</b>	Data Collection- Sources of Data, Primary & Secondary data collection; Observation and Survey Methods: Interview, Questionnaire Designs: Need, Layout, Measurement & Scaling techniques

<b>V</b>	Data Processing: Data Editing , Data Coding, Data Tabulation using MS Excel & SPSS, Exploratory Data Analysis: Frequency Table , Descriptive Statistics, Cross Tabulation, Reliability Analysis.
<b>VI</b>	Selecting an Appropriate Statistical Technique: Hypothesis testing using parametric an Non- Parametric test ( t- test, ANOVA, Chi –Square Test, Mann Whitey Test etc.) Advanced Techniques for Data Analysis: Factor Analysis, Correlation, Multiple Regression, SEM, Multidimensional Scaling, Clustering Methods etc.
<b>VII</b>	Research Report: Content , Preparation and presentation of the research report for managerial decision making, , Managerial Implications and Future scope.

### **Text Books & References:**

1. Kerlinger, F.N. (1995), Foundations of Behavioural Research, 3<sup>rd</sup> Edition, Prism Harcourt Brace
2. Kothari, C.R. (2004), Research Methodology, Methods and Techniques
3. Saunders, Lewis & Thornhill (2009), Research Methods for Business Students, 3<sup>rd</sup> Edition, Pearson Education.

## **Department of Business Management**

### **Subject Specification**

**Faculty: Faculty of Business Management & Commerce**

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** II

**Session:** EVEN

**Subject Code & Name:** MBA -2008, International Business Environment and Management

**Credits:** 3

**Objectives:** The course offers to apprise the students about the emerging global trends in business environment.

### **Syllabus**

<b>Module</b>	<b>Topics</b>
<b>I</b>	International Business: An overview ~ Types of International Business; The External Environment; The Economic and Political Environment, The Human Cultural Environment; Influence on Trade and Investment Patterns; Recent World Trade and Foreign Investment Trends;
<b>II</b>	Balance of Payments Accounts and Macroeconomic Management; Theories and institutions: Trade and Investment ~ Government influence on Trade investment; Determination of Trading Partner's Independence. Interdependence and Dependence;
<b>III</b>	World Financial Environment; Cross-national Cooperation and Agreements;

	Tariff and Non-Tariff Barriers, V\ITO, Regional Blocks; international production; Internationalisation of Service Firms;
<b>IV</b>	Operation Management in international Firms; World Financial Environment: Foreign Exchange Market Mechanism; Determinants of Exchange Rates; Euro-currency Market; Offshore Financial Centers; International Banks;
<b>V</b>	Non-Banking Financial Service Firms; Stock Markets; Global Competitiveness; Export Management; Licensing; Joint Ventures Technology and Global Competition; Globalization and Human Resource Development; Globalization with Social Responsibility; World Economic Growth and the Environment; Country Evaluation and Selection;
<b>VI</b>	International Business Diplomacy: Negotiating an international Business, issues in Asset Protection; Multilateral Settlements; Consortium Approaches; External Relations Approach.

#### **Text Books & References:**

1. Alworth, Julian S. The Finance, investment and Taxation Decisions of Multinationals. London. Basil Blackwell. 1988.
2. Bhalla, V K and S. Shivaramu. international Business Environment and Business. New Delhi, Anmoi, 1995.
3. Bhalla, V K. International Economy: Liberalisation Process. New Delhi, Anmoi, 1993.
4. Daniel, John D and Radebanh, Lee H International Business. 5th ed.. New York, Addison Wesley, 1989.
5. Eiteman, D K and Stopnehill, Al. Multinational Business Finance. New York, Addison Wesley, 1986.
6. Johnston, R B. The Economics of the Euromarket: History, Theory and Practice. New York, Macmillan, 1983.
7. Parks, Yoon and Zwick, Jack. international Banking in Theory and Practice. New York, Addison-Wesley, 1985.

## Department of Business Management

### Subject Specification

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management

**Program:** Master of Business

Administration (MBA)

**Semester:** II

**Session:** EVEN

**Subject Code & Name:** MBA 2009 - AI and Machine Learning for Business

**Credits:** 3

**Objectives:** The main objective of this course is to enabling the student with basic knowledge on the techniques to build an intellectual machine for making decisions behalf of humans. This course covers the techniques on how to make learning by a model, how it can be evaluated, what are all different algorithms to construct a learning model.

**Course Outcome:**

CO1	Able to discuss the of Machine Learning & Statistics for solving various problems.
CO2	To discuss the basic concepts of Supervised and Unsupervised learning.
CO3	To apply regression analysis on the data available.
CO4	Able to design appropriate machine learning and apply on real world problems
CO5	To optimize different Machine Learning & Deep Learning Techniques

### Syllabus

Module	Topics
<b>I</b>	Introduction and Data sources for AI, Knowledge acquisition, Knowledge representation, History of ML, Framework for building ML Systems-KDD process mode, Introduction of Machine Learning Approaches – (Artificial Neural Network, Clustering, Reinforcement Learning, Decision Tree Learning, Bayesian networks, Support Vector Machine, Genetic Algorithm), Issues in Machine Learning, Data Science Vs Machine Learning.
<b>II</b>	Supervised Learning: Introduction to classification, Linear Regression, Metrics for evaluating linear model, Multivariate regression, Non-Linear Regression, K-Nearest Neighbor, Decision Trees, Logistic Regression, Support Vector Machines, Model Evaluation, Applications of supervised learning in multiple domains Application of supervised learning in solving business problems such as pricing, customer relationship management, sales and marketing.
<b>III</b>	Unsupervised Learning: Clustering, Hierarchical clustering, Partitioning Clustering- K-mean clustering, Density Based Methods DBSCAN, OPTICS, Applications of unsupervised learning in multiple domains, Association rules: Introduction, Large Item sets, Apriori Algorithms and applications
<b>IV</b>	Perceptron model, Multilayer perceptron, Gradient descent and the Delta rule, Multilayer networks, Backpropagation Algorithm, DEEP LEARNING -

	Introduction, concept of convolutional neural network, Types of layers – (Convolutional Layers, Activation function, pooling, fully connected), Concept of Convolution (1D and 2D) layers, Training of network, Recent Applications
<b>V</b>	Introduction to Reinforcement Learning , Learning Task, Example of Reinforcement Learning in Practice, Learning Models for Reinforcement – (Markov Decision process , Q Learning - Q Learning function, Q Learning Algorithm), Application of Reinforcement Learning, Introduction to Deep Q Learning.
<b>VI</b>	

### **Text Books & References:**

1. Artificial Intelligence for Business Leaders: Ajit Kr. Jha
2. Machine Learning in Business: John C. Hull
3. An Introduction to Statistical Learning with Applications in R: James, G., Witten, D., Hastie, T., Tibshirani, R. (Springer)
4. Artificial Intelligence Business Applications: How to Learn Applied Artificial Intelligence and Use Data Science for Business. Includes Data Analytics, Machine Learning for Business and Python: William J Ford
5. AI and Machine Learning: Was Rahman, SAGE Publishing India

## **Department of Business Management**

### **Subject Specification**

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** III

**Session:** ODD

**Subject Code & Name:** MBA -3001, Business Environment

**Credits:** 3

**Course Objectives:** The overall objective of the course is to familiarize the learners with the issues of domestic and global environment in which business has to operate. .It will assist the students to understand the role of business in society.

## Syllabus

<b>Module</b>	<b>Topics</b>
<b>I</b>	<b>Introduction</b> Definition, Components and Overview of Business Environment, Complexity and Diversity of Business Environment in the 21st century, Environmental Scanning- Meaning, Nature & Process, Techniques of Scanning the Business Environment.
<b>II</b>	<b>Social-Cultural and Demographic Environment</b> Indian Society - Demographic Trends and Social Structure, Significance of Growing Middle Class, Corporate Social Responsibility, Consumer Movement, Business Ethics, Cross-Cultural Business Environment.
<b>III</b>	<b>Economic Environment</b> Concept and Salient Features of Various Economic System, New Industrial Policy and their Effect on Business Growth and Prospects, Monetary Policy, Fiscal Policy and Union Budget as an Instrument of Growth and their Impact on Business, Aspects of Economic Reforms and its Effects on Business, Effect of Recession on Business and Remedies. Economic Planning in India: Objectives, Strategies and Evaluation of Current Five-Year Plan.
<b>IV</b>	<b>Political and Legal Environment</b> Political Institutions: Legislature, Executive and Judiciary. Role of Political Stability for Growth of Business. Legal Environment: Company Regulatory Legislations in India, FEMA, Latest EXIM Policy. Competition Law, Consumer Protection Act 1986, Right to Information Act 2005.
<b>V</b>	<b>International Environment</b> Globalization, FDI, MNCs: Benefits and Problems, WTO, IMF and World Bank - Implications for India. Trading Blocks, Foreign Trade: SEZ, EPZ, EOU, Dumping and Anti-Dumping measures.
<b>VI</b>	<b>Technological and Ecological Environment</b> Impact of Technology on Business, Technological Policy, Intellectual Property Rights, Import of Technology, Appropriate Technology, Technology Transfer-Meaning and Problems affecting its growth. Ecological Environment Protection: Green Management, Global Warming, Carbon Foot Printing, Environment Protection Act 1986.

### Text Books & References:

1. Cherunilam, Francis –Business Environment, Himalaya Publishing House.
2. Paul, Justin-Business Environment, Tata McGraw Hill, New Delhi
3. Business Environment-Indian & Global Perspective, Faisal Ahmad, Absar Ahmad.2e.PHI.

4. I.C. Dhingra, Indian Economics: Environment and Policy, 25th ed., Sultan Chand & Sons, New Delhi, 2012
5. SK Mishra and VK puri, 4th ed., Economic Environment of Business, Himalaya Publishing House, Mumbai, 2011.
6. H.L. Ahuja, Economic Environment of Business-Macroeconomic Analysis, S. Chand.

## Department of Business Management

### Subject Specification

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** III

**Session:** ODD

**Subject Code & Name:** MBA -3002, Decision Support System & MIS

**Credits:** 3

**Objectives:** the course aims to apprise the students with the basic concepts of management information system and its applications in management.

### Syllabus

Module	Topics
<b>I</b>	Definitions, basic concepts frameworks, major trends in technology, applications of information technology
<b>II</b>	System development initiative, different methodologies, life cycle and prototype approach, detailed study on life cycle design and implementation, case study
<b>III</b>	Decision making processes, problem solving techniques, how decisions are being supported, decision styles, group decisions, making features of various CBIS
<b>IV</b>	Relevance and Scope of DSS, characteristics and capabilities of OSS components and OSS classifications of DSS
<b>V</b>	Types of model functions, time, certainty, uncertainty, risk, structure of OR model, dichotomous model of mind, Simon's model in information system design simulation techniques.
<b>VI</b>	User interface, graphics menus, forms OSS tools, DSS generators, specific DSS Steps in designing a OSS identification of DSS, building of DSMS, building of MSMS, building of DGMS, implementation, performance testing

### Text Books & References:

1. Peter G.W. Keen, Michael S., Decision Support System: An Organization Perspective, Addison-Wisley, 1<sup>st</sup> Edition
2. Theierauff, Robert, J., Decision Support System for Effective Planning and Control: A Case Study Approach, Prentice Hall, 1<sup>st</sup> Edition
3. Vicki L. Sauter, Decision Support System for Business Intelligence, Wiley, 2<sup>nd</sup> Edition
4. George M. Marakas, Decision Support System in the 21<sup>st</sup> Century, Prentice-Hall, 2<sup>nd</sup> Edition

## Department of Business Management

### Subject Specification

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** III

**Session:** ODD

**Subject Code & Name:** MBA -3003, Business Legislation

**Credits:** 3

**Objectives:** The course intends to assist the learners in understanding basic laws affecting the operations of a business enterprise.

### Syllabus

Module	Topics
I	The Indian Contract Act, 1872: The Indian Contract Act, 1872: Essentials of a Valid Contract. Void Agreements. Performance of Contracts.
II	Breach of Contract and its Remedies. Quasi- Contracts. The Sale of Goods Act, 1930: Formation of a Contract. Rights of an Unpaid Seller. The Negotiable instruments Act, 1881:
III	Nature and Types. Negotiation and Assignment. Holder-in-Due Course, Dishonour and Discharge of a Negotiable Instrument. Arbitration;
IV	The Companies Act, 1956: Nature and Types of Companies. Formation. Memorandum and Articles of Association.
V	Prospectus Allotment of Shares. Shares and Share Capital. Membership. Borrowing Powers.
VI	Management and Meetings. Accounts and Audit. Compromise Arrangements and Reconstruction. Prevention of Oppression and Mismanagement. Winding Up.; Consumer Protection Act and Cyber Laws.

**Text Books & References:**

1. Avtar Singh. Company Law. 11th ed. Lucknow, Eastern, 1996.
2. Khergamwala, J S. The Negotiable Instrument Acts. Bombay. N.M. Tripathi, 1980.
3. Flamaiya. A. Guide to the Companies Act. Nagpur, Wadhwa, 1992.
4. Shah, S M. Lectures on Company Law. Bombay, N.M. Tripathi, 1990.
5. Tuteja, S K. Business Law For Managers. New Delhi. Sultan Chand, 1998.

**Department of Business Management**  
**Subject Specification**

**Faculty: Faculty of Business Management & Commerce**

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** III

**Session:** ODD

**Subject Code & Name:** MBA -3004, Summer Training Project

**Credits:** 3

**Objectives:** The main aim of the subject is to orient, train and engage the students to undergo summer training of 8-10 weeks with an industrial, business or service organization to understand and engage in the business functions and operations. They shall produce a training report after the completion of summer training in a selected organization.

**Department of Business Management**

**Subject specification**

**Faculty: Faculty of Business Management & Commerce**

**Department:** Business Management **Program:** Master of Business Administration (M.B.A.)

**Semester:** III

**Session:** ODD

**Subject Code & Name:** MBAF- 3001, Security Analysis and Portfolio Management

**Credits:** 3

**Objectives:** This course will equip the students to understand the shades of stock market operations and the techniques involved in deciding upon purchase or sale of securities.

**Syllabus**

<b>Module</b>	<b>Topics</b>
<b>I</b>	INTRODUCTION: Introduction to Security Analysis: Introduction, approaches to investment decisions and portfolio management process
<b>II</b>	FINANCIAL MARKETS: Equity valuation models (balance sheet valuation, dividend discount model, free cash flow models, earnings), Bond Valuation
<b>III</b>	Introduction to Capital Market , Risk and Return, Introduction to Security Analysis , Fundamental Analysis
<b>IV</b>	Equity Valuation Models, Technical Analysis, Efficient Market Theory, Derivatives
<b>V</b>	Portfolio Management , Portfolio Analysis , Capital Market Theory
<b>VI</b>	Models, Portfolio Performance Evaluation, Portfolio Revision

**Text Books & References:**

- Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2021.
- 2. Prasanna chandra, Investment analysis and Portfolio Management, PHI Learning , 2020.
- 3. Bodi, Kane, Markus, Mohanty, Investments, 8th edition, Tata McGraw Hill, 2018.35
- 4. V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House,2021.
- 5. V.K.Bhalla, Investment Management

**References case study...**

- 1) Case study1; reliable texamil limited
- 2) Case study2 ; ADAMS COMPANY AND BAKERS COMPANY
- 3) Case study3 ; Calmex company limited
- 4)Case study 4;Performance of Equity Shares at Wipro Ltd
- 5)Case study5;Touax is a French company and is currently Europe's no. 1 in shipping containers
- 6)casestudy6;Solidaire infrastructure company

## Department of Business Management

### Subject specification

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management **Program:** Master of Business Administration (M.B.A.)

**Semester:** III

**Session:** ODD

**Subject Code & Name:** MBAF 3002, Capital Budgeting

**Credits:** 3

**Objectives:** The objective of this course is to provide a rigorous introduction to the fundamental principles of asset valuation and financing in competitive financial markets. The course is designed to provide an outline of modern finance. The course is organized around the three main ideas in finance

### Syllabus

Module	Topics
I	Capital budgeting and project planning: Capital investments importance and difficulties, Types of capital investments Phases of capital budgeting, Objectives of capital budgeting common weakness in capital budgeting, Strategic planning and capital budgeting
II	Financial estimates and projections of a project: Cost of project, Means Of Finance, Estimates Of Sales And Production Cost Of Production, Working Capital Requirement And Its Financing Profitability Projections, Projected Cash Flow Statement, Projected Balance Sheet Multi- Year Projections.
III	Project selection and capital budgeting: Time value of money, investment criteria: NPV, profitability index, IR, payback period, ARR, project cash flows, cost of capital, project risk analysis, Project rate of return, interrelationship between investment and financing aspects, inflation and capital budgeting, international capital budgeting investment in capabilities.
IV	Financing of projects: Financing of projects- capital structure, menu of financing, internal accruals, equity capital, preference capital, debentures, methods of offerings term loans, working capital advances, miscellaneous sources raising venture capital, project financing structures, financial closure, risk rating. Financing infrastructure projects, venture capital and private equity.
V	Project implementation and capital budgeting: Project management, Network techniques for project management- development of project network, time estimation, determination of the critical path, scheduling when resources are limited.
VI	PERT Model, CPM Model, network cost system.

**Text Books & References:**

1. Prasanna Chandra, Projects: planning, analysis, selection, financing, implementation and review, 8<sup>th</sup> edition, Tata McGraw hill publishing company Ltd.
2. Archer, S.H., et al. 1972. *Business Finance—Theory and Management*. New York: Macmillan.
3. Anthony, R.N., et al. 1975. *Principles of Management Accounting*. Illinois: Richard Irwin.
4. Batty, J. 1966. *Management Accountancy*. London: MacDonald and Evans.
5. Bierman H., Jr., et al. 1986. *Financial Management for Decision Making*. New York: Macmillan.
6. Brigham, E.F., et al. 1997. *Financial Management: Theory and Practice*. 8th ed. Florida: Dryden Press.

**Department of Business Management****Subject specification****Faculty:** Faculty of Business Management & Commerce**Department:** Business Management **Program:** Master of Business Administration (MBA)**Semester:** III**Session:** ODD**Subject Code & Name:** MBAF-3003, Financial Institutions and Market**Credits:** 3

**Objectives:** This course appries the learners the rudiments of structure, function and role of the financial system in light of the complex web of links and interconnections with the banking sector.

**Syllabus**

<b>Module</b>	<b>Topics</b>
<b>I</b>	<b>Financial System:</b> Nature and Role of Financial System, Functions of the Financial system, Structure of Indian Financial system, Components of Financial System – Financial assets, Financial intermediaries, Financial Markets, Financial system and Economic Development, Weakness of Indian Financial System
<b>II</b>	<b>Introduction to Banking:</b> Concept, objectives, and nature of banking, Historical evolution of banks in India, Types of Deposits and Commercial Banking, Role of commercial banks in the financial market, Functions of commercial Banks, Drawbacks and challenges in the banking sector, Overview of the Reserve Bank of India (RBI), Functions of the RBI, Role in Monetary Policy Management, <i>BASEL Norms, NPA, Capital Adequacy Ratio, Different types of Banks, NBFCs, Other Developmental Financial Institutions.</i>

<b>III</b>	<b>Introduction to Insurance:</b> Concept, purpose and need of Insurance, Types of Insurance, Principles of Insurance, Life and Non-life Insurance, Risk Classification and Management. How Insurance Works-The Business of Insurance – Pooling of Risks & Resources-Insurance as a Social Security Tool- Role of Insurance in Economic Development. IRDA- Evolution, role and importance of IRDA.
<b>IV</b>	<b>Introduction of Financial Markets:</b> Capital Market New Issue market- Players, Instruments, Mechanism and guidelines of issue, Secondary Market- Stock market Features, Trading and settlement, Capital Market Instruments - Types - Preference shares - Equity Shares - Non - voting equity shares - Company fixed deposits - Warrants - Debentures and Bonds- Global Debt Instruments, Underwriting - Definition - Types - Mechanics - Benefits - Book Building - Concept - Characteristics - Process - IPO including eIPO - Reverse book - building. Money Market Call money market, Treasury bill market, Gilt-edged security market, Money market mutual funds, Repos, Recent trends in the Indian Money market
<b>V</b>	Capital Market Instruments - Types - Preference shares - Equity Shares - Non - voting equity shares - Company fixed deposits - Warrants - Debentures and Bonds- Global Debt Instruments, Underwriting - Definition - Types - Mechanics - Benefits - Book Building - Concept - Characteristics - Process - IPO including eIPO - Reverse book - building.
<b>VI</b>	<b>Introduction to Financial Services:</b> Definition and scope of financial services, Historical perspective of financial services, Importance of financial services in the modern economy, brief overview of Depository system, Factoring, Hire-Purchase, Leasing, Venture Capital, Credit Rating, Microfinancing.

#### **Text Books & References:**

1. "Financial Institutions, Markets, and Money" by David S. Kidwell, David W. Blackwell, David A. Whidbee, and Richard W. Sias.
2. "Financial Markets and Institutions" by Jeff Madura.
3. "Financial Institutions and Markets" by Meir Kohn.
4. "The Economics of Money, Banking, and Financial Markets" by Frederic S. Mishkin.

#### **Online References:**

5. **Investopedia - Financial Institutions:** This website provides comprehensive explanations and articles on various financial institutions and their functions.
6. **Investopedia Financial Institutions**  
Federal Reserve System: The Federal Reserve's official website offers extensive

information on the U.S. central banking system, monetary policy, and financial markets.

7. **Federal Reserve System**

The World Bank - Financial Markets: The World Bank provides research, reports, and data on global financial markets and institutions.

8. **World Bank Financial Markets**

U.S. Securities and Exchange Commission (SEC): The SEC's website offers insights into regulatory aspects of financial markets and institutions in the United States.

9. **SEC**

Investment Banking Institute (IBI): IBI's website contains educational resources and insights into investment banking, a significant aspect of financial institutions and markets.

10. **Investment Banking Institute**

Please note that the availability of online resources may change over time, so it's a good practice to search for the most up-to-date materials when conducting research or studying the subject of financial institutions and markets.

**Department of Business Management**

**Subject specification**

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management **Program:** Masters of Business Administration (M.B.A.)

**Semester:** III

**Session:** ODD

**Subject Code & Name:** MBAF-3004, Working Capital Management

**Credits:** 3

**Objectives:** The objective of the course is to apprise the learners the Importance of the Working Capital and the Techniques used for Effective Working Capital Management.

**Syllabus**

<b>Module</b>	<b>Topics</b>
<b>I</b>	Introduction to Working Capital: Concept and Objectives of Working Capital , Importance of Working Capital, Kinds of Working Capital- Gross and Net Working Capital- Temporary and Permanent Working Capital, Factors Determining Working Capital, Estimating Working Capital requirement-methods-Percentage of Sales Method-Operating Cycle Method, Working capital Management strategies- Conservative Approach, Aggressive Approach,

	Matching Approach.
<b>II</b>	Management of Cash: Motives of holding Cash and Marketable Securities, Managing the Cash Flows, Types of Collection System, Cash Concentration Strategies, Disbursement Tools, Investment in Marketable Securities, Forecasting Cash Flows, Measures of Liquidity, Models for determining level of Cash – Baumol Model and Miller-Orr Model.
<b>III</b>	Receivable Management: Determining the appropriate Receivable Policy, Marginal Analysis, Credit Analysis and Decision, Heuristic Approach, Discriminant Analysis, Sequential Decision Analysis.
<b>IV</b>	<b>Introduction to Inventory Management:</b> Importance of Inventory, Objectives of Inventory Management, Types of Inventory, Challenges in Inventory Management, Economic Order Quantity (EOQ) Model, EOQ Assumptions and Limitations, Reorder Point (ROP) and Safety Stock, ABC Analysis and Pareto Principle, Just-in-Time (JIT) Inventory System, Inventory Valuation Methods- FIFO (First-In-First-Out), LIFO (Last-In-First-Out), Weighted Average.
<b>V</b>	<b>Introduction to Indian Banking and Working Capital Management:</b> Role of Banking Institutions in Working Capital Financing, Recent Regulatory Changes Affecting Working Capital Management, Banking Services for Working Capital Management, Types of Banking Services Available-Overdraft Facilities, Short-Term Loans and Advances, Trade Finance Services, Bank Guarantees and Letters of Credit
<b>VI</b>	Banking Policy in India: Instruments of the International Money Market, Managing Short Term Transactions. Key Takeaways from the Banking Policy in India Recommendations for Effective Working Capital Management Preparing for the Evolving Banking Landscape

### **Text Books & References:**

1. Beasley, J. S. (2019). Working Capital Management: Strategies and Techniques. Wiley.
2. Brigham, E. F., & Ehrhardt, M. C. (2016). Financial Management: Theory & Practice. Cengage Learning.
3. Gitman, L. J., & Zutter, C. J. (2018). Principles of Managerial Finance. Pearson.
4. Pandey, I. M. (2018). Financial Management. Vikas Publishing House.
5. Weston, J. F., Brigham, E. F., & Brigham, E. F. (2005). Essentials of Managerial Finance. Thomson South-Western.
6. Deloof, M. (2003). Does Working Capital Management Affect Profitability of Belgian Firms? Journal of Business Finance & Accounting, 30(3-4), 573-587.
7. Lazaridis, I., & Tryfonidis, D. (2006). Relationship Between Working Capital Management and Profitability of Listed Companies in the Athens Stock Exchange. Journal of Financial Management and Analysis, 19(1), 26-35.

8. Shin, H. H., & Soenen, L. (1998). Efficiency of Working Capital Management and Corporate Profitability. *Financial Practice and Education*, 8(2), 37-45.

**Online References:**

1. Investopedia: Working Capital Definition and Explanation
2. Harvard Business Review: What Every CEO Needs to Know About Working Capital
3. Corporate Finance Institute (CFI): Working Capital Management Guide
4. QuickMBA: Working Capital Management
5. AccountingTools: Working Capital
6. The Balance Small Business: Understanding Working Capital in Small Business
7. CFA Institute: Working Capital Management Techniques

**Department of Business Management**

**Subject Specification**

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** III

**Session:** ODD

**Subject Code & Name:** MBAM -3001, **Consumer Behavior**

**Credits:** 3

**Objectives:** The core objective of this course is to develop and understand the consumer decision-making process and its applications in marketing environment.

**Syllabus**

<b>Module</b>	<b>Topics</b>
<b>I</b>	<b>Introduction of Consumer Behavior</b> An overview of consumer behavior, technology-driven consumer behavior, segmentation, targeting, positioning, consumer behavior and marketing strategy.
<b>II</b>	<b>Motivation and consumer perception</b> The dynamics of motivation, theories of motivation, personality traits and consumer behavior, the elements of perception, perceptual selection, perceptual organization, and perceived quality
<b>III</b>	<b>Learning and Attitude Formation</b> The elements of consumer learning, learning theories, attitudes and their formation.
<b>IV</b>	<b>Communication and Reference Group</b> The process of communication, persuading consumers, media of communication, reference groups and word-of-mouth.

<b>V</b>	<b>Socio-Cultural Settings</b> The family and its social standing, culture's influence on consumer behavior, subcultures and consumer behavior, and an international perspective on cross-cultural consumer behavior.
<b>VI</b>	<b>Consumer Decision Making and Ethics</b> Consumer decision-making model, consumer research, consumer gifting behavior, marketing ethics and social responsibility, Consumer analytics.

**Text Books & References:**

1. Assaei, H. Consumer Behaviour and Marketing Action. Ohio, South Western, 1995.
2. Engle, J F. etc. Consumer Behaviour. Chicago, Dryden Press, 1993.
3. Howard, John A. etc. Consumer Behaviour in Marketing. Engiewood Cliffs, New Jersey, Prentice Hail Inc., 1989.
4. Hawkins, D I. etc. Consumer Behaviour. Implications for Marketing Strategy. Texas. Business, 1995.
5. Schiffman, L G and Kanuk, L L. Consumer Behaviour. New Delhi, Prentice Hailoilndia, 1994.

**Department of Business Management**  
**Subject Specification**

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** III

**Session:** ODD

**Subject Code & Name:** MBAM-3002, Advertising Management

**Credits:** 3

**Course Objectives:** The aim of the Advertising Management course is to provide students with a comprehensive understanding of the fundamental concepts and theories of advertising, enabling them to develop the necessary skills for creating, planning, and managing effective advertising campaigns. The course seeks to analyze the impact of advertising on consumer behavior and brand equity, while exploring the dynamic integration of digital advertising with traditional media. Additionally, students will learn to evaluate the effectiveness of advertising campaigns using various metrics, equipping them with the analytical tools to measure and optimize advertising performance in a rapidly evolving industry.

## Syllabus

Module	Topics
I	<p><b>Introduction to Advertising Management</b></p> <ul style="list-style-type: none"> <li>• Overview of Advertising</li> <li>• Role and Importance in Marketing</li> <li>• Historical Perspectives</li> <li>• Current Trends in Advertising</li> </ul> <p><b>The Advertising Environment</b></p> <ul style="list-style-type: none"> <li>• Understanding the Advertising Industry</li> <li>• Key Players: Advertisers, Agencies, Media</li> <li>• Regulatory and Ethical Issues</li> <li>• Social and Cultural Influences</li> </ul>
II	<p><b>Consumer Behavior and Advertising</b></p> <ul style="list-style-type: none"> <li>• Psychological Foundations of Advertising</li> <li>• Consumer Decision-Making Process</li> <li>• Segmenting, Targeting, and Positioning</li> <li>• Case Studies on Consumer Insights</li> </ul> <p><b>Advertising Strategy and Planning</b></p> <ul style="list-style-type: none"> <li>• Setting Advertising Objectives</li> <li>• Budgeting for Advertising</li> <li>• Developing Advertising Strategies</li> <li>• Integrated Marketing Communications (IMC)</li> </ul>
III	<p><b>Creative Strategy and Execution</b></p> <ul style="list-style-type: none"> <li>• Creative Process in Advertising</li> <li>• Developing the Creative Brief</li> <li>• Copywriting and Visual Design</li> <li>• Case Studies of Successful Campaigns</li> </ul> <p><b>Media Planning and Buying</b></p> <ul style="list-style-type: none"> <li>• Media Strategy and Planning</li> <li>• Traditional vs. Digital Media</li> <li>• Media Buying and Negotiation</li> <li>• Evaluating Media Effectiveness</li> </ul>
IV	<p><b>Digital and Social Media Advertising</b></p> <ul style="list-style-type: none"> <li>• Overview of Digital Advertising</li> <li>• Social Media Platforms and Strategies</li> <li>• Content Marketing and Influencer Partnerships</li> </ul> <p><b>Measuring Advertising Effectiveness</b></p> <ul style="list-style-type: none"> <li>• Metrics and Analytics</li> <li>• ROI and Performance Metrics</li> <li>• Tools for Measuring Effectiveness</li> <li>• Case Studies on Campaign Evaluation</li> </ul>
V	<p><b>Global Advertising</b></p> <ul style="list-style-type: none"> <li>• International Advertising Strategies</li> <li>• Cultural Considerations in Global Advertising</li> </ul>

	<ul style="list-style-type: none"> <li>• Managing Global Campaigns</li> <li>• Case Studies of Global Brands</li> </ul> <p><b>Ethical and Social Issues in Advertising</b></p> <ul style="list-style-type: none"> <li>• Advertising to Children</li> <li>• Stereotyping and Representation</li> <li>• Greenwashing and Sustainability</li> <li>• Ethical Dilemmas and Controversies</li> </ul>
	<p><b>Future Trends in Advertising</b></p> <ul style="list-style-type: none"> <li>• Emerging Technologies (AR/VR, AI, Blockchain)</li> <li>• Personalization and Data Privacy</li> <li>• Trends in Consumer Behavior</li> <li>• The Future of Agency Models</li> </ul>

**Text Books & References:**

- William D. Wells Sandra Moriarty, Nancy Mitchell (2021). Advertising & IMC: Principles and Practice. Pearson Education, 11th edition.
- Gupta Ruchi (2012), Advertising Principles and Practice. S Chand & Company.
- George E Blech (Author), Michael A Belch (Author), Keyoor Purani (2021). Advertising and Promotion: An Integrated Marketing Communications Perspective. McGraw Hill, 12th edition.
- G. Shainesh, Philip Kotler, Kevin Lane Keller, Alexander Chernev, Jagdish N. Sheth (2022): Marketing Management: Indian case studies. Pearson, 16th edition.
- "Digital Marketing Essentials" by Jeff Larson and Stuart Draper. Publisher : Stukent, Incorporated (2017)

**Additional Reading:**

- Access to advertising case studies from leading agencies
- Subscriptions to industry reports and trend analyses
- Guest lectures from industry professionals

**Department of Business Management**  
**Subject Specification**

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** III

**Session:** ODD

**Subject Code & Name:** MBAM-3003, Service Marketing

**Credits:** 3

**Objectives:** The purpose of this course is to familiarize the learners with the concepts required for developing a sound sales and distribution policy and organizing and managing sales force and marketing channels.

**Syllabus**

Module	Topics
<b>I</b>	<b>Introduction to Services:</b> Service industry a review, Why services Marketing, difference between goods and services on the basis of characteristics, service and technology, service marketing mix.
<b>II</b>	<b>Gaps Model of Service Quality:</b> Customer gap, Provider gap(1-4), Closing the gaps, customer expectations of services, types of customer expectation, factors influencing customer expectation, issues involving customer expectation.
<b>III</b>	<b>Customer Perception of Services &amp; Building Customer Relationships:</b> Customer perception, customer satisfaction, service quality, service encounters as building block for customer perception, listening customer through research, Customer Profitability segments, relationship development strategies, service recovery strategies-respond to service failures, fixing the customer, fixing the problem, service guarantees.
<b>IV</b>	<b>Aligning Service Designs, Standards and Delivery:</b> Type of service innovation, service blue printing, customer defined service standards, types of service standards, employees and customer role in services design and delivery.
<b>V</b>	<b>Managing Demand and Capacity:</b> Capacity constraints, demand patterns, strategies for matching capacity and demand, yield management, waiting line strategies, strategies to match service promises with delivery, Service at the bottom of pyramid.
<b>VI</b>	<b>Monitoring and Evaluation of Service:</b> Customer Satisfaction Evaluation, Customer Complaints, Effective Complaint-handling procedures

**Text Books & References:**

1. Anderson, Fl. Professional Sales Management? Englewood Cliffs, New Jersey, Prentice Hall Inc., 1992.

2. Anderson, Fl. Professional Personal Selling. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
3. Buskirk, Fl H and Stanton. W J. Management of Sales Force. Homewood Illinois, Richard D. Irwin, 1983.
4. Dalrymple, D J. Sales Management: Concepts and Cases. New York. John Wiley, 1989.
5. Johnson, E M etc. Sales Management." Concepts, Practices and Cases. New York, McGraw Hill, 1986.

**Department of Business Management**  
**Subject Specification**

**Faculty: Faculty of Business Management & Commerce**

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** III

**Session:** ODD

**Subject Code & Name:** MBAM-3004, **International Marketing**

**Credits:** 3

**Objectives:** The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

**Syllabus**

<b>Module</b>	<b>Topics</b>
<b>I</b>	<b>Introduction to International Marketing</b> Introduction, Scope of International Marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing, Customer value and the value equation, Competitive or differential advantage, Management Orientations.
<b>II</b>	<b>International Business environment</b> Cultural metaphors of international marketing, Globalization's effect on culture, Hofstede cultural dimensions, managing cultural diversity across the border, Political Factors and evaluation of country risk, Legal aspect of international marketing.
<b>III</b>	<b>Country Analysis</b> Selection, Market size, Opportunity analysis, Understanding the emerging markets, strategies for doing business in emerging markets.
<b>IV</b>	<b>Protectionism:</b> Different Methods and Mechanisms used to Protect Business Interests, Managing Protectionist Threats.
<b>V</b>	<b>Market Entry Modes</b> Entering and operating in international market, Exporting and counter trade, FDI and collaborative ventures, Licensing and franchising, Balancing global

	and local marketing.
<b>VI</b>	<b>Marketing Mix For a Global Firm</b> Global Branding and product development, International pricing, International distribution and supply chain management.

**Text Books & References:**

1. Justin Paul, International Business, 3rd Edition, Prentice Hall of India Vasudeva, PK, International Marketing, Excel Books, New Delhi, 2010.
2. Cherunilam Francis, International Economics, 4th Edition, Tata McGraw-Hill Publishing Company Limited.
3. Charles W.L. Hill, International Business Competing in the Global Marketplace, 4th Edition, Tata McGraw-Hill Publishing Company Limited
4. Chase Richard, Jacob Robert, Aquillano and Agarwal Nitin, Operations Management, 11th Edition, Tata McGraw-Hill Publishing Company Limited.
5. Charles W.L. Hill, International Business Competing in the Global Marketplace, 4th Edition, Tata McGraw Hill, Publishing Company Limited.

**Department of Business Management**  
**Subject Specification**

**Faculty: Faculty of Business Management & Commerce**

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** III

**Session:** ODD

**Subject Code & Name:** MBAH -3001, Industrial Relations & Collective Bargaining

**Credits:** 3

**Objectives:** This course intends to orient the students with the conceptual and practical aspects of industrial relations within a typical organizational set up at the macro and micro levels.

**Syllabus**

<b>Module</b>	<b>Topics</b>
<b>I</b>	Industrial Relations Perspectives; Industrial Relations and The Emerging Socio-economic Scenario;
<b>II</b>	industrial Relations and the State; Legal Framework of industrial Relations; Role and Future of Trade Unions
<b>III</b>	Trade Union and the Employee; Trade Union and The Management; Discipline and Grievance Management

<b>IV</b>	Negotiation and Collective Settlements; Participative Management and Co-ownership;
<b>V</b>	Productive Bargaining and Gain Sharing; Employee Empowerment and Quality Management
<b>VI</b>	Industrial Relations and Technological Change.

**Text Books & References:**

11. Sharma R. C. Industrial Relations And Labour Legislation: PHI, Edition: 2016
12. Mamoria C. B., Mamoria S., Gankar S. V.; Dynamics Of Industrial Relations; Himalaya Publishing House; 13 th Edition: 2012

**Department of Business Management  
Subject Specification**

**Faculty: Faculty of Business Management & Commerce**

**Department: Business Management Program: Master of Business Administration (MBA)**

**Semester: III**

**Session: ODD**

**Subject Code & Name: MBAH-3002, Compensation Management**

**Credits: 3**

**Objectives:** This course promotes understanding of issues related to the compensation rewarding employees in the corporate sector, public services and other forms of organisations. Further It shall impart skills in designing, analysing and restructuring reward management systems, its policies and strategies.

**Syllabus**

<b>Module</b>	<b>Topics</b>
<b>I</b>	Conceptual and Theoretical Understanding of Economic Theory Related to Reward Management;
<b>II</b>	Competitive Imperatives: Productivity, Quality, Service, Speed, Learning; Planning for Improved Competitiveness; Diagnosis and Bench marking, Obtaining Commitment; Determination of Inter and Intra-industry Compensation Differentials;
<b>III</b>	Internal and External Equity in Compensation Systems; Understanding Tools Used in Designing, Improving and Implementing Compensation Packages;
<b>IV</b>	Compensation Designs for Specific Type of Human Resources like Compensation of Chief Executives, Senior Managers, R&D Staff, etc.

<b>V</b>	Understanding Different Components of Compensation Packages like Fringe Benefits, Incentives and Retirement Plans;
<b>VI</b>	Compensation Practices of Multinational Corporations and Strategic Compensation Systems; Statutory Provisions Governing Different Components of Reward Systems; Working of Different Institutions Related to Reward System Like Wage Boards, Pay Commissions.

**Text Books & References:**

1. Armstrong, Michel and Murlis, Helen. Fieward Management: A Handbook of Salary Administration. London,
2. Kegan Paul, 1988.
3. Bergess, Lenard R. Wage and Salary Administration. London, Charles E-Merril, 1984.
4. Capeman, George. Employees Share Ownership. New York, Kogan Page, 1991.
5. Hart, Robert A. Economics of Non-Wage Labour Costs. London, George Aller and Unwin, 1984.

**Department of Business Management**

**Subject specification**

**Faculty: Faculty of Business Management & Commerce**

**Department: Business Management Program: Master of Business Administration (MBA)**

**Semester: III**

**Session: ODD**

**Subject Code & Name: MBAH-3003, Strategic Training & Development**

**Credits: 3**

**Objectives:** The course aims to provide an in-depth understanding of the role of Training in the HRD, and to enable the course participants to manage the Training systems and processes.

**Syllabus**

<b>Module</b>	<b>Topics</b>
<b>I</b>	Training & Development, Global & Indian Training & Development Scenario, Factors affecting training & Development, Basic Training Process using ADDIE Model, Strategic Training and Development Process, Organizational Characteristic Influencing Training, Models of Organizing the Training Department
<b>II</b>	Training Needs Assessment: Need , Process, Outcomes & Significance , TNA Framework by Raymond Noe, Needs Assessment Techniques, Organizational Analysis, Task Analysis , Person analysis.

<b>III</b>	Training Design : Learning Theories & Program Design ( Behavioral & Cognitive Theories of Learning , Theories of Motivations ); Model of Learning & Transfer of Training, Learning Process, Learning Cycle, Implications of the Learning Process for Instruction.
<b>IV</b>	Program Design: Facilities Planning and Training Aids; Training Communication; Learning Process Instructional Objectives and Curriculum, Course and Lesson Plan, Detailed Lesson Plan, Implications of program design in transfer of training: Near & Far Transfer, Managerial Peer Support.
<b>V</b>	Training Methods: Traditional Training Methods, E-Learning and Use of Technology in Training, Modern Training Methods.
<b>VI</b>	Training Evaluation: Types of Evaluation, Evaluation Process, Kirkpatrick's Framework of Evaluation Criteria, Outcomes used in Evaluating Training Programs, Training Program Objectives and Their Implications for Evaluation.

**Text Books & References:**

1. Beunet. Roger ed. Improving Training Effectiveness. Aldershot, Gower, 1988.
2. Buckley R & Caple, Jim. The Theory & Practice of Training. London, Kogan & Page, 1995.
3. Lynton, R Pareek, U. Training for Development. 2nd ed. New Delhi, Vistaar, 1990.
4. Pepper, Allan D. Managing the Training and Development Function. Aldershot, Gower, 1984.
5. Rae, L. How to Measure Training Effectiveness? Aldershot, Gower, 1986.
6. Reid, M A. etc. Training Intentions: Managing Employee Development. 3rd ed. London, IPM, 1992.
7. Senge, P. The Fifth Discipline: The Art and Practice of the Learning Organization. London, Century, 1992.

## Department of Business Management

### Subject specification

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** III

**Session:** ODD

**Subject Code & Name:** MBAH-3004, Human Resource Planning & Deployment

**Credits:** 3

**Objectives:** The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning, Deployment and Development in organizations.

### Syllabus

Module	Topics
I	HRD Basic: HRD Matrix: HRD Instruments , HRD Process & Outcomes , HRD Climate; Culture; QWL and Management of Change; TQM and HRD Strategies; HRD in Strategic Organizations.
II	Career: Concept, Stages of Career, Career Anchors; Career Management, Career Planning & Career Development: Concept, Process , Theories and Models.
III	Introduction to HRP: Macro Level Manpower Planning, Organizational Human Resource Planning, HRP Process in organization, HRP relatedness with other HR Functions, HRP Environment: External & Internal environment & its effect of HRP functions.
IV	HR Demand Forecasting: Concept, Process, Models and Techniques of HR Demand- Qualitative & Quantitative HR Demand forecasting Techniques (Delphi Techniques, Managerial Judgement, Ratio Trend Analysis, Work Study, Markovian Chain analysis, etc.)
V	HR Supply Estimation: Concept, Process, Models and Techniques of HR Supply Forecasting (Workflow analysis, Wastage Analysis; Retention; Redeployment and Exit Strategies) Manpower Inventory: Need & Types.
VI	Human Resource information System; Human Resource Accounting & HR Audit .

### Text Books & References:

1. Anhur, M. Career Theory Handbook. Englewood cliff, Prentice Hall Inc., 1991
2. Belkaoui, A R and Belkaoui, J M. Human Resource Valuation: A Guide to Strategies and Techniques.
3. Greenwood, Quorum Books, 1995.
4. Dale, B. Total Ouality and Human Resources: An Executive Guide. Oxford, Blackwell, 1992.
5. Greenhaus, J H. Career Management, New York, Dryden, 1987.
6. Kavanagh, M J. etc. Human Resource Information System: Development and Applications. Boston,

## Department of Business Management

### Subject Specification

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** III

**Session:** ODD

**Subject Code & Name:** MBAIT-3002 Enterprise Resource Planning and Business Process Re-Engineering

**Credits:** 3

**Objectives:** To comprehend the knowledge of the fundamentals, methodologies, developments, implementation and applications systems of enterprise resource planning- ERP, business processing and re-engineering- BPR, systems, applications & products in data processing- -SAP, supply chain management- SCM with their re-engineering and empowering with the latest trends in information technology in the shift of technological paradigm.

#### Course Outcome:

CO1	Demonstrate a good understanding of the basic issues in ERP systems
CO2	Analyse the strategic options for ERP identification and adoption
CO3	Design the ERP implementation strategies
CO4	Understand the need of Business Systems and Processes through strategic analysis of ERP systems
CO5	Able to develop of Information Systems in real world business environment

#### Syllabus

Module	Topics
I	Introduction: fundamentals of supply chain management, applications systems in the individual business functions.
II	Introduction to ERP: an overview of the enterprise, ERP and related technologies, ERP – a manufacturing perspective, Vendors, consultants and users, introduction to SAP, an overview of SD, MM, PP, FI/CO Modules of SAP.
III	SAP's SCM system: recent developments in order and SCM based on SAP systems, case studies on SCM, Internet resources for SCM
IV	Re-engineering: an imperative for survival, implementing BPR – methodology and steps. Importance of re-engineering.
V	Trends in Information technology: people view, empowering people through information, managing change – the Indian paradigm.

**Text Books & References:**

**References:**

1. ERP – Alexis Leon, Leon Publishers
2. Supply Chain Management based on SAP systems, G.Knolmayer, P.Mertens and A.Zeir, Springer International Edition
3. The one Source For Comprehensive Solutions – Using Sap R/3 III Edition – Authored by Asap World Consutancy-PHI.
4. Introduction to SAP, an overview of SD, MM, PP, FI/CO Modules of SAP
5. An Insider’s Unblased Appraisal of SAP R/3 Management – Wiley, Coriolis – dreamtech
6. ERP, Vinod Kumar Garg and N.K.Venkitakrishnan, PHI
7. Hammer, Michael and Champy, James: Reengineering the Corporation: A manifesto for business revolution: Harper Business

**Department of Business Management**

**Subject Specification**

**Faculty: Faculty of Business Management & Commerce**

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** III

**Session:** ODD

**Subject Code & Name:** MBAIT-3005, Business Intelligence and Analytics

**Credits:** 3

**Objectives:** This course provide an overview of e-commerce and web Technology with highlighting the interrelated modules of effective e- commerce applications.

**Course Outcome:**

CO1	Able to discuss data mining and business intelligence tools, algorithms and its application to business problem solving.
CO2	Draw the difference and relationship of data to statistics and machine learning
CO3	Numeracies real-life things and critique the role of information and analytics in supporting business processes and functions
CO4	Build and enhance business intelligence capabilities by adapting the appropriate technology and software solutions
CO5	Critique and interpret business intelligence and data mining reports prepared and effectively apply data mining techniques in a variety of business applications

## Syllabus

Module	Topics
<b>I</b>	Business Intelligence: Definition, Factors of Business Intelligence System, Real time Business Intelligence, Business Intelligence Applications, Types. Business Intelligence Essentials: Creating Business Intelligence Environment, Business Intelligence Landscape, Types of Business Intelligence, Business Intelligence Platform, Dynamic roles in Business Intelligence, Roles of Business Intelligence in Modern Business- Challenges of BI. Development and Implementation: Development Process, Business Intelligence Platform, Business Intelligence Platform Capability Matrix, BI Target Databases, Data Mart, BI Products and Vendor, The Big Four Business Intelligence vendors*.
<b>II</b>	Data Ware house: Processes -: Analytical Processing, OLAP Operations, Architecture, Back-end Process, Building a Warehouse- Data Models, Concept Hierarchies, Deployment, Data Mart, ETL Tools, Data Cleaning, Virtual Warehouses* Data Mining: KDD- Stages, Issues, Challenges, Methodology, Applications. Big Data: Strategy-Purpose, Customer profile, Finance, Operations, Competition, Risk, Measures; metrics and data- Data types, Internet of Things, Anatomy, Backlash, Data generation methods, Metrics, Analytics-Text analytics, Speech Analytics, Video/Image Analytics, Behaviour Analytics, Combined; Results Reporting-Data Visualization, Connection Displays, Infographics, Management dashboards; Transform Business-Optimization of Business Process, Security and Fraud Reduction Result reporting using Data Visualization, Connection Displays, Infographics, Management dashboards*
<b>III</b>	Association Rules: Market Basket analysis, Partition Algorithm, Priori Algorithm, Pincer search Algorithm, Association Rules, FP Tree Growth Algorithm, Incremental and Border Algorithms. Classification: Decision Trees, Construction algorithms and Pruning Techniques, Construction of Algorithms Clustering: Types of Data, Partitioning Algorithms, Hierarchical clustering, Categorical Clustering. Association Rule Generation and Clustering using SPSS/ Excel/ R programming*
<b>IV</b>	Genetic Algorithms (GA):Basic Steps, Selection, Cross Over, Rule Discovery, Decision tree, Clustering using GA Neural Networks: Concept, Learning in NN, Unsupervised learning, Support Vector Mining (SVM)
<b>V</b>	Text Mining: Concept, Application, Techniques, Analytics Web Mining: Concept, Purpose, Types- Content, Structure, Usage; Text Mining Temporal and Spatial Mining: Temporal- Types, Tasks, Spatial Data Structures, Trend Analysis. Spatial mining: Spatial Data Structures, Trend Analysis. Practical case analysis using Google Analytics *
<b>VI</b>	

## **Text Books & References:**

### **Text Books:**

1. Efraim Turban, Ramesh Sharda, Dursun Delen (2011), "Decision Support and Business Intelligence Systems", 9 th edition, Prentice Hall.India
2. Arun K Pujari (2013), "Data Mining Techniques", 3rd edition, Universities press, Hyderabad, India.

### **References:**

1. Han and Kamber (2012), "Data Mining: Concepts and Techniques",3rd edition, Morgan Kaufmann, USA.
2. Larissa Terpeluk Moss &Shaku Atre(2010), "Business Intelligence Roadmap: the Complete Project Lifecycle for Decision-Support Applications", 11th edition, Addisison Wesley Publishers, USA.
3. David Loshin(2013), "Business Intelligence: The Savvy Manager's Guide, Getting onboard with Emerging IT", 2nd edition, Morgan Kaufmann Publishers, USA
4. Nils Rasmussen, Paul S.Goldy and Per O.Solli (2009), "Financial Business Intelligence: Trends, Technology, Software Selection, and implementation", 1st edition, John Wiley & Sons, USA.
5. Prabhu, C.S.R. (2004), "Data Warehousing - Concepts, Techniques, Products and Applications", 2 nd edition, PHI, New Delhi.
6. Robert Ericsson (2009), "Building Business Intelligence Applications with .net", 2 nd edition, Firewall Media publishers, New Delhi
7. Robert J.Thierauf (2001),"Effective Business Intelligence Systems", 1st edition, Quorum Books, USA.

## Department of Business Management

### Subject Specification

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** III

**Session:** ODD

**Subject Code & Name:** MBAIT-3007 Data Science with R Programming

**Credits:** 3

**Objectives:** In this course students will learn R. Programming language, data analytics, data visualization and statistical model for data analytics. By completion of this course, students will be able to become data analyst.

#### Course Outcome:

CO1	Exhibit knowledge on big data analytics with statistical analysis.
CO2	Demonstrate the ability to think critically in making decisions based on data analytics
CO3	Apply broad range of methods based on statistics and informatics and can use these for data management, analysis and problem solving and have experience in deriving theoretical properties of methods involved in Data Science
C)4	Translate data into clear, actionable insights using R programming
CO5	Equip for implementation/modification of methods involved in Data Science and demonstrate business analytics applications that facilitate the effective presentation of analysis results

#### Syllabus

Module	Topics
<b>I</b>	Introduction: Concept, Big Data and Data Science hype, Datafication, Implications, Risks, Business Strategy: Data and Data Science Capability as a Strategic Asset , Data-Analytic Thinking, Achieving Sustainable Competitive Advantage with Data Science*.
<b>II</b>	Exploratory Data Analysis and the Data Science Process - Basic tools (plots, graphs and summary statistics) of EDA, Philosophy of EDA, The Data Science Process, Case Study: Real Direct (online real estate firm). Big Data: Introduction, Distributed File System, Importance, Four Vs, Analytics, Applications*. Algorithms using map reduce.
<b>III</b>	Basic Machine Learning Algorithms- Linear Regression, k-Nearest Neighbours (k-NN), k-means Usage in Applications- Filtering Spam, Naive Bayes, Data Wrangling: APIs and Other tools for scrapping the Web*.
<b>IV</b>	Basics & Essentials: Basics computations, Data types and objects, control structures, functions, Basic Graphs in EDA. Manipulation & Predictive modelling: Grammar of Data Manipulation, Feature Engineering Extraction and

	classification, Linear Regression*.
V	Business Analytics Applications -Online Marketing and Advertising*, Financial Services and Risk Analytics, Operational and Service Analytics Mining Social-Network Graphs- Social networks as graphs, Clustering, Direct discovery of communities, Partitioning, Neighborhood properties. *- Self Study Portio

**Text Books & References:**

**Text Books**

1. Cathy O'Neil and Rachel Schutt (2014), "Doing Data Science, Straight Talk From The Frontline", 1 st edition, O'Reilly.
2. Roger D.Peng (2012), "R Programming For Data Science", 1st edition, LULU Press

**References**

1. Field Cady (2017), 'The Data Science Handbook', 1st edition, John Wiley & Sons
2. Foster Provost, Tom Fawcett (2013), 'Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking', 1st edition, O'Reilly Media, Inc. Canada
3. Mayer-Schönberger, V., & Cukier, K. (2013). 'Big data: A revolution that will transform how we live, work, and think'. 1 st edition, Houghton Mifflin Harcourt.
4. Mike Loukides (2011) , 'What Is Data Science?', 1 st edition, O'Reilly Media, Inc. Canada
5. Roger D.Peng (2016), 'Exploratory Data Analysis With R', 1st edition, Lean Publisher.
6. Thomas Mailund (2017), 'Beginning Data Science in R: Data Analysis, Visualization, and Modelling for the Data Scientist', 1st edition, Apress, New Delhi.

**Department of Management**

**Subject Specification**

**Faculty: Faculty of Business Management & Commerce**

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** III

**Session:** ODD

**Subject Code & Name:** MBAIT-3008 Database Management System **Credits:** 3

**Objectives:** This course introduces the core principles and techniques required in the design and implementation of database systems. This course focus on relational database management systems, including database design theory: E-R modeling, data definition and manipulation languages, database security and administration

**Course Outcome:**

CO1	Discuss the basic concepts and understand the applications of database systems.
CO2	Construct an Entity-Relationship (E-R) model from specifications and to perform the transformation of the conceptual model into corresponding logical data structures.

CO3	Demonstrate the basic database storage structures and access techniques.
CO4	Able to distinguish between good and bad database design, apply data normalization principles, and be aware of the impact of data redundancy on database integrity and maintainability.
CO5	Able to construct queries and maintain a simple database using SQL.

### Syllabus

Module	Topics
<b>I</b>	Introduction : History: Advantages and limitations of RDBMS; Users of RDBMS, Software Modules in RDBMS; Architecture of RDBMS.
<b>II</b>	Modeling Techniques: Different Types of Models, Introduction to ERD. ; Hierarchical Database
<b>III</b>	Network Database ; Relational Database Introduction; Codd's Rules; Concept of Domain, Tuple, Cardinality; Comparison between HDB-NDB-RDB
<b>IV</b>	Normalization Advantages and disadvantages of Normalization; 1NF-2NF-3NF rules with examples; Anomalies.
<b>V</b>	SQL commands. Basic Structure, Set Operations, Aggregate Functions, Null Values, Nested Sub queries, Views, Complex Queries, Modification of the Database, Joined Relations, Data-Definition Language, Embedded SQL, Dynamic SQL, Exercises. ; Introduction to object oriented database Concept, Object binding in Oracle - Class, Attribute, Methods, Object type, Definition, Declaring and initializing, Methods, Alter and Drop type
<b>VI</b>	

### Text Books & References:

Books Recommended: -

1. DATABASE System Concepts, Silberschatz , Korth, Sudarshan
2. SQL by Scott Urman

## Department of Business Management

### Subject Specification

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** IV

**Session:** EVEN

**Subject Code & Name:** MBA -4001, Corporate Evolution and Strategic Management

**Credits:** 3

**Objectives:** This course aims to give a through insight to the learners about strategy formulation in the present competitive environment for successful running of an enterprise.

#### Syllabus

Module	Topics
<b>I</b>	<b>Unit I: Introduction</b> Understanding Strategy, Levels at which Strategy Operates, Strategic Decision-making, Strategic Management – Nature, scope and meaning, Strategic Management Process. Strategic Intent: Hierarchy of Strategic Intent; Vision; Mission; Business Definition; Goals and Objectives.
<b>II</b>	<b>Strategy Formulation and Environmental Appraisal</b> Formulation of Strategy, Factors responsible for Shaping the Strategy, Different Types of Strategy, Environmental Analysis, External Analysis: Industry analysis, competitive analysis, Global environment analysis, Sustainable competitive advantage, Need for Environmental Analysis, Techniques for Environmental Analysis.
<b>III</b>	<b>Organizational Appraisal</b> Dynamics of Internal Environment, organizational resources, Organisational Behavior, Strength and Weaknesses, Synergistic Effects, Competencies, Organisational Capabilities, Strategic Competitive Advantage. Organisational Appraisal, Methods and Techniques used for Organizational Appraisal.
<b>IV</b>	<b>Corporate Appraisal</b> Corporate Appraisal and Its Significance, Assessment of Internal Capabilities, Company Situation Analysis, Strategy and Competitive Advantages, Matching Strategies, Functional Strategy and Operational Strategy.
<b>V</b>	<b>Strategic Analysis and Choice</b> Strategic Choice Process, Corporate Portfolio Analysis - BCG, TOWS, GE Nine cell, Directional Policy Matrix, Organizational Capability Profile, Strategic Advantage Profile, Corporate Level strategies: Growth, Stability and Retrenchment strategies, McKinsey's 7s Framework. Business Level Strategies:

	Michael Porter's Generic strategies.
<b>VI</b>	<b>Strategy Implementation and Evaluation</b> Strategy Implementation: Structure, Systems and People, issues in implementation, Model of Strategic Implementation, Project implementation, Procedural implementation, Resource Allocation, Strategy and Organization Structure, Implementing Strategic Change- Politics, Power and Conflict, Operations Control and Strategic Control, An overview of Strategic Evaluation and Control - Measurement of performance - Analyzing variances - Role of organizational systems in evaluation.

**Text Books & References:**

1. Kazmi, A., &Kazmi, A. (2015). *Strategic management*. McGraw-Hill Education.
2. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.
3. Dr.DharmaBir Singh, Strategic Management & Business Policy, KoGent Learning Solutions Inc., Wiley, 2012.
4. Drucker, Peter F. The Changing World of the Executive. New York, Time Books19B2.
5. Hamel, G and Prahalad, C K. Competing for the Future. Boston, Harvard Business School Press, 1994.

**Department of Business Management**

**Subject Specification**

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** IV

**Session:** EVEN

**Subject Code & Name:** MBA -4002, Project Study

**Credits:** 6

**Objectives:** This course aims to enable the learners undertake a research project related the HR, Marketing and Finance area to identify any related research problem, collect the data, analyse the data and report the study based on research methods & research methodology. They shall also produce a four copy of final project report after the completion of the project work and subsequently appear for the viva voce examination.

## Department of Business Management

### Subject Specification

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** IV

**Session:** EVEN

**Subject Code & Name:** MBAF-4001; Financial Derivatives

**Credits:** 3

#### Objectives

This course will apprise the learners about the types of market risks and identify the volatility of these risk factors. They shall be familiarized and understand the importance of risk management and be able to describe the main tools for managing market risks.

#### Syllabus

Module	Topics
I	Introduction to Financial Derivatives, Types of Derivatives such as Forward contracts, future contracts, Other derivative securities
II	Types of traders, Futures Markets and the use of Futures for hedging
III	Forward and Future prices, Interest rate futures, Swaps, Options markets
IV	Properties of stock option prices, Trading strategies involving options
V	Black-Scholes Option model, Binomial model, Options on stock indices, Currencies and futures contract
VI	General approach to pricing derivatives securities, Interest Rate Derivatives Securities, Derivatives market in India.

#### Text Books & References:

1. Gupta S.L., Financial Derivatives Theory, Concepts and Problems Phi, Delhi
2. Kumar S.S.S. Financial Derivatives, Phi, New Delhi, 2007
3. Chance, Don M: Derivatives and Risk Management Basics, Cengage Learning, Delhi.
4. Stulz M. Rene, Risk Management & Derivatives, Cengage Learning, New Delhi.

## Department of Business Management

### Subject Specification

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** IV

**Session:**

**Subject Code & Name:** MBAF-4002; Corporate Valuation and Merger

**Credits:** 3

**Objectives:** To acquire knowledge of the legal, procedural and practical aspects of Corporate Restructuring, Valuation and merger.

#### Syllabus

Module	Topics
<b>I</b>	<b>Corporate valuation</b> -an Overview-Context of valuation-Approaches to Valuation-Features of the valuation process: Book value approach, Stock and debt approach, discounted cash flow approach, Relative valuation approach, option valuation approach-Features of the valuation process-Corporate valuation in practice.
<b>II</b>	<b>Enterprise DCF Model</b> -Analyzing historical performance-Estimating the cost of Capital- Forecasting performance-Estimating the continuing value-Calculating and interpreting the results-Other DCF models: Equity DCF Model: Dividend discount model, free cash flow to Equity (FCFE) model-Adjusted present value model-Economic profit model-Applicability and Limitations of DCF analysis
<b>III</b>	<b>Relative Valuation</b> -Steps involved in Relative Valuation-Equity Valuation Multiples-Enterprise valuation Multiples-Choice of Multiple-Best practices using Multiples-Assessment of relative valuation. Other Non DCF Approaches-Book Value approach-Stock and Debt approach-Strategic approach to valuation-Guidelines for corporate valuation
<b>IV</b>	<b>Advanced issues in valuation</b> -Valuation of companies of different kinds-valuation in different contexts-Loose ends of valuation-Valuation of intangible assets: Patents, trademarks, copyrights and licenses; Franchises; Brands
<b>V</b>	<b>Introduction to Merger and Acquisition:</b> Defining Mergers and Acquisitions, Historical Overview of M&A Activity, Significance of M&A in Modern Business, Types of M&A, Transactions Strategic Rationale for M&A Growth Strategies Challenges and Opportunities in Cross-Border M&A Cultural and Regulatory Differences, Currency Exchange and Risk Management, Case Studies of Successful Cross-Border Mergers- Walt Disney Company's Acquisition of 21st Century Fox (2019), Facebook's Acquisition of WhatsApp (2014)

<b>VI</b>	<b>Synergy and Value Creation in Mergers</b> - Defining Synergy in Mergers, The Significance of Value Creation, Types of Synergy, The Mergers and Acquisitions (M&A) Landscape, Analysis of Successful Mergers, Lessons from Failed Mergers, Industry-Specific Cases- Microsoft's Acquisition of LinkedIn (2016), Walmart's Acquisition of Jet.com (2016)
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**Text Books & References:**

1. "Valuation: Measuring and Managing the Value of Companies" by McKinsey & Company Inc. and Tim Koller
2. "Investment Valuation: Tools and Techniques for Determining the Value of Any Asset" by Aswath Damodaran
3. "Mergers, Acquisitions, and Other Restructuring Activities" by Donald DePamphilis
4. "Corporate Finance" by Stephen A. Ross, Randolph W. Westerfield, and Jeffrey F. Jaffe
5. "The Art of M&A Valuation and Modeling: A Guide to Corporate Valuation" by Elizabeth Demers and Michael Rees
6. "Investment Valuation: Second Edition, University with Investment Set" by Aswath Damodaran
7. "The Handbook of Corporate Finance: Empirical Corporate Finance" edited by B. Espen Eckbo

**Department of Business Management  
Subject Specification**

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management **Program:** Masters of Business Administration (MBA)

**Semester:** IV

**Session:** EVEN

**Subject Code & Name:** MBAH-4001, Organizational Development

**Credits:** 3

**Objectives:** **Objectives:** To familiarize the students with the theories, model and practices of OD used in the continuous development of an organization. Also sensitize and train students to use OD concept, theories, process and interventions for sustainable organizational growth.

**Syllabus**

<b>Module</b>	<b>Topics</b>
<b>I</b>	Organizational Development-An introduction: Organizational Development – Meaning and Definition, History of OD, Relevance of Organizational Development for Managers, Characteristics of OD, Assumptions of OD

<b>II</b>	Foundations of OD : Organizational Change, Types of change, Theories of Planned Change : Kurt Lewin’s model, Action research model, Burke -Litwin Model, Parras & Robertson Model, Technology and OD: Concept, Impact of Technology in Organizations, Benefits of Using Technology in OD, Guidelines for Integrating Technology in OD Interventions, Tools used in OD
<b>III</b>	Process of OD & Diagnosis: Process of OD, Components of OD program, OD program phases, Diagnosis: Need & concept , Levels , models : Wiesboard model and other emerging OD diagnosis
<b>IV</b>	Designing Interventions & Types: OD Interventions, Characteristics of OD Interventions, Factors Affecting Success of Interventions, Types of interventions,
<b>V</b>	Individual & Interpersonal Interventions: T- Group, Coaching and counseling, Behavior modeling, Gestalt OD, Education and Training, Work design, Life and career planning
<b>VI</b>	Team & Organizational Level Interventions: Team Building, Process consultation, Role negotiation, Role Analysis Technique( RAT), Gestalt OD, Appreciation and Concern exercise, Visioning, Force- Field Analysis, Quality Circles , Grid OD, Socio-Technical System, MBO, Self-Managed Teams, Appreciative Enquiry, Responsibility Charts, Interdependency Exercise
<b>VII</b>	Factors influencing OD- Role of OD practitioner, Concept and role of power, Politics and culture, Power and Influence tactics, Key Capabilities of Constructive Politic. Future of OD: Expanding the role of OD &, Combining traditional “hard” business competencies and OD, Creating whole system change, Using OD to facilitate partnerships and alliances, Enhancing constant learning.

**Text Books & References:**

1. French, W. L. & Bell, C.H. (1999), Organization Development: Behavioral Science Intervention for organizational improvement, 6th edition, Pearson.
2. Cummings, C.T. & Worley C.G (2014), Organization development & Change, 10th edition, Cengage Learning.

**Department of Business Management  
Subject Specification**

**Faculty: Faculty of Business Management & Commerce**

**Department:** Business Management **Program:** Masters of Business Administration (MBA)

**Semester:** IV

**Session:** EVEN

**Subject Code & Name:** MBAH-4003, Cross Cultural and Global Human Resource Management

**Credits:** 3

**Objective:** The objective of this subject is to develop a diagnostic and conceptual understanding of the cultural related behavioral variables in the management of global organizations.

**Syllabus**

<b>Module</b>	<b>Topics</b>
<b>I</b>	Human and Cultural Variables in Global Organizations; Cross Cultural Differences and Managerial Implications;
<b>II</b>	Cross Cultural Research Methodologies and Hofstede's Hermes Study;
<b>III</b>	Structural Evolution of Global Organizations; Cross Cultural Leadership and Decision Making;
<b>IV</b>	Cross Cultural Communication and Negotiation;
<b>V</b>	Human Resource Management in Global Organizations;
<b>VI</b>	Selection, Source, Selection Criteria for International Assignment; Compensation and Appraisal in Global Perspective, MNC and Compensation System.

**Text Books & References:**

1. Adler, N J. International Dimensions of Organizational Behavior. Boston, Kent Publishing, 1991.
2. Bartlett, C and Ghoshal, S. Transnational Management: Text, Cases and Readings in Cross Border Management. Chicago, Invin, 1995.
3. Dowling, P J. etc. International Dimensions of Human Resource Management. 2nd ed. California, Wadswonh, 1994.
4. Hofstede, G. Cultures Consequence: International Differences in Work Related Values. London, Sage, 1984.

**Department of Business Management**

**Subject Specification**

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** IV

**Session:** EVEN

**Subject Code & Name:** MBAM-4001, Logistics and Supply Chain Management

**Credits:** 3

**Objectives:** This subject will equip students with knowledge of logistics management, supply chain management and general business understanding, and the specific knowledge, skills, and attitudes to immediately contribute to organizational objectives.

This subject prepares students for a professional career in operations, logistics and supply chain management to meet the challenges of a rapidly globalizing industry.

## Syllabus

Module	Topics
<b>I</b>	<b>Introduction to Logistics and Supply Chain Management</b> Introduction to Logistics and Supply Chain Management, Understanding Logistics and its Role in the Supply Chain, Understanding the Supply Chain, Discussing examples of supply Chain, Supply chain drivers and Metrics, Framework for structuring drivers- Facilities, Inventory, Transportation, Information, Sourcing, and Pricing, Challenges in maintaining a Supply Chain in India.
<b>II</b>	<b>Developing Supply Chain Strategies</b> Value Chain concept, Supply Chain Issues: Managing Predictable variability (Fisher Framework), Developing Supply Chain Strategy (Hau Lee Framework)
<b>III</b>	<b>Inventory Management</b> Inventory types & functions, Reasons for carrying inventories, Inventory related costs; Inventory Management Practices: Classification; Bullwhip effect in the Supply Chain;
<b>IV</b>	<b>Warehousing</b> Warehousing: Economic Benefits, Strategic benefits, Accuracy and audits, Security, Safety and maintenance; Warehouse Operations: Inbound and Outbound processes, Handling, Storage; Warehouse Ownership: Private, Public, Contract; Warehouse decisions: Site selection, Design, Product mix analysis, Expansion; Warehouse decisions: Layout & Sizing.
<b>V</b>	<b>Transportation</b> Introduction; Transportation modes-Rail, road, waterways & airways; Evolution of Transportation system; Transportation infrastructure; Freight management; Containerization; Cold Supply Chain; Deciding the Network; Transportation networks; Route planning; Containerization; Transportation of Oil & Gas.
<b>VI</b>	<b>Information Technology in Supply Chain management</b> Role of IT in a supply chain; The supply chain IT framework: CRM, ISCM, SRM, TMF; Future of IT in SCM; Supply chain IT in practice; SCM & ERP; Enabling Supply Chain Management through IT; Supply Chain Integration/Virtual; Technology in Supply Chain.

### Text Books & References:

1. Supply Chain Management: Text and cases; Shah, J. (2009), Pearson, New Delhi.
2. Supply Chain management- Strategy, Planning & Operation-6th edition; Chopra, Meindl&Kalra, Pearson Education
3. Logistics Management-The Supply Chain Imperative Sople V. Vinod, Pearson Education
4. Logistics and Supply Chain Management; Christopher, M (1992), Pitman Publishing, London.
5. Logistics and Supply Chain Management Cases and Concepts; Raghuram and Rangaraj, Macmillan

## Department of Business Management

### Subject Specification

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management      **Program:** Master of Business Administration (MBA)

**Semester:** IV

**Session:** EVEN

**Subject Code & Name:** Strategic Brand Management

**Credits:** 3

**Course Objectives:** The aim of the Strategic Brand Management course is to equip participants with the essential knowledge and skills to build, manage, and sustain strong brands. The course focuses on analyzing brand equity, designing effective branding strategies, navigating global branding complexities, and adapting to market trends to enhance brand value and drive business success.

### Syllabus

Module	Topics
<b>I</b>	<b>Introduction to Brands</b> Brand vs. Products: Differentiating between a brand and a product. Importance of Brands: Understanding why brands matter in today's market. Branding Challenges and Opportunities: Exploring contemporary challenges and opportunities in branding. Strategic Brand Management Process: Overview of the strategic process in managing brands.
<b>II</b>	<b>Growing and Sustaining Brand Equity</b> Brand Architecture: Structuring brands within an organization. Brand Hierarchy: Organizing brands within a hierarchical framework. Branding Strategy: Designing effective branding strategies. Brand Extensions: Understanding and implementing brand extensions. Consumer Evaluation of Brand Extensions: How consumers perceive and evaluate brand extensions. Extension Guidelines: Best practices and guidelines for brand extensions.
<b>III</b>	<b>Managing Brands Over Time</b> Reinforcing Brands: Strategies to reinforce brand equity over time. Revitalizing Brands: Techniques to revitalize declining brands. Brand Portfolio Adjustments: Making strategic adjustments to the brand portfolio.
<b>IV</b>	<b>Global Brand Management</b> Rationale for Going International: Understanding the reasons behind international expansion. Global Marketing Program: Advantages and disadvantages of global marketing strategies. Global Brand Strategy: Developing and implementing a global brand strategy. Building Global Customer-Based Brand Equity: Strategies to build brand equity on a global scale.

<b>V</b>	<p><b>Future Trends in Brand Management</b></p> <p>Digital Branding: Leveraging digital channels for brand building. Sustainability and Ethical Branding: Incorporating sustainability and ethics into brand strategies. Brand Innovation: Keeping brands relevant through innovation. Consumer Engagement: Engaging with consumers in the digital age.</p>
<b>VI</b>	<p><b>Growing and Sustaining Brand Equity</b></p> <p>Brand Architecture: Structuring brands within an organization. Brand Hierarchy: Organizing brands within a hierarchical framework. Branding Strategy: Designing effective branding strategies. Brand Extensions: Understanding and implementing brand extensions. Consumer Evaluation of Brand Extensions: How consumers perceive and evaluate brand extensions. Extension Guidelines: Best practices and guidelines for brand extensions.</p>

**Text Books & References:**

1. "Strategic Brand Management: Building, Measuring, and Managing Brand Equity" by Kevin Lane Keller  
Edition: 5th Edition (2020)  
Publisher: Pearson  
ISBN: 978-0134892498
2. "Kellogg on Branding in a Hyper-Connected World" by Alice M. Tybout and Tim Calkins  
Edition: 1st Edition (2019)  
Publisher: Wiley  
ISBN: 978-1119533197
3. "Brand Management: Research, Theory and Practice" by Tilde Heding, Charlotte F. Knudtzen, and Mogens Bjerre  
Edition: 3rd Edition (2020)  
Publisher: Routledge  
ISBN: 978-1138354360
4. "Building Strong Brands" by David A. Aaker  
Edition: Reprint Edition (2012)  
Publisher: Free Press  
ISBN: 978-1451651545
5. "Brand Innovation Manifesto: How to Build Brands, Redefine Markets and Defy Conventions" by John Grant  
Edition: 1st Edition (2020)  
Publisher: Wiley  
ISBN: 978-1119689122
6. "Digital Branding: A Complete Step-by-Step Guide to Strategy, Tactics and Measurement" by Daniel Rowles  
Edition: 2nd Edition (2017)  
Publisher: Kogan Page  
ISBN: 978-0749479792

**Additional Resources:**

- Journal of Brand
- Journal of Marketing
- Harvard Business Review

**Department of Business Management**

**Subject Specification**

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** IV

**Session:** EVEN

**Subject Code & Name:** MBAIT-4003- Business Applications of Block chain Technologies

**Credits:** 3

**Objectives:** The course is aimed at acquiring the basic level of knowledge about the block chain technology and its business applications. Students will study how block chain facilitates enterprises in different areas: funding, management, value creation and monetization, supply chains.

**Course Outcome:**

CO1	Able to describe Block chain and its significance
CO2	Discuss the Cryptography and Block chain networks Understand
CO3	Analyse the Business Challenges in Block chain
CO4	Discuss and analyse domain specific Block chain business cases
CO5	Discuss and evaluate Crypto Economy and Decentralized Internet

**Syllabus**

<b>Module</b>	<b>Topics</b>
<b>I</b>	What is Block chain, Game Theory and Cryptography, Block chain vs Traditional architecture, Database Vs. Ledger, State Transitions and State Machines, The Consensus Algorithms, Software.
<b>II</b>	A new Trust Layer, Decentralization of Trust, A spectrum of Trust Services, The Block chain Landscape, Benefits and Indirect benefits, Trusted Block chain enabling services, Identify ownership and representation, Decentralized data security, Block chain as Cloud.
<b>III</b>	Block chain with a Framework approach, Technical Challenges, Business Challenges, Legal Barriers, Behavioral/ Educational Challenges. Public, Private, and Consortium Block chain networks, Blockchain pitfalls, Distinctions

	and Considerations of Resource and Control. Comparative Study and Use case: Ethereum
<b>IV</b>	Block chain domain specific Business Case – Supply chain, Financial markets, Healthcare & Transportation, BFSI, Insurance, Digital Marketing.
<b>V</b>	Internal Strategies for tackling the Block chain, The Block Chain Czar, Organizational Model, A Block Chain Functional Architecture, Core & Protocol, Decision Making Framework. Decentralized Internet, The crypto Economy.

**Text Books & References:**

**Text Book:**

1. Block chain: The block chain for beginner’s guide to block chain technology and leveraging block chain programming”, by Josh Thompsons Reference Book:
2. “Mastering Bitcoin: Unlocking digital cryptocurrencies”, by Andreas M. Antonopoulos
3. “Block chain: Blueprint for a New Economy”, by Melanie Swan
4. “Ethereum: Block chains, Digital Assets, Smart Contracts, Decentralized Autonomous Organizations”, by Henning Diedrich
5. “The Business Block chain: Promise, Practice, and Application of the Next Internet Technology”, by William Mougayar

## Department of Business Management

### Subject Specification

**Faculty:** Faculty of Business Management & Commerce

**Department:** Business Management **Program:** Master of Business Administration (MBA)

**Semester:** IV

**Session:** EVEN

**Subject Code & Name:** MBAIT -4004- Emerging Trends in Information Technology

**Credits:** 3

**Objectives:** The aim of this course is to help the student to attain the following industry identified competency through various teaching learning experiences:

Course Outcome:

CO1	To discuss the fundamental Knowledge about emerging trends in Information & Communication Technology
CO2	Students exhibits concepts and knowledge about designing professional and commercial application software's
CO3	To discuss the fundamental information regarding the emerging trends of ICT industry
CO4	To present basic knowledge about emerging trends and related buzz words of ICT industry
CO5	Discuss basic knowledge and glimpses about readymade software applications, their design and application areas.

### Syllabus

Module	Topics
<b>I</b>	Overview of an E – Commerce Internet, Intranet, Extranet, Definition, Goals of E- Commerce Difference between E-Commerce and E- Business Models of E-Commerce Limitations and Advantages of E-Commerce
<b>II</b>	E-Banking: Transactions: Inter Banking, Intra Banking, Electronic Payments, (Payment – Gateway Example) Securities in E-banking (SSL, Digital Signatures – Examples) Services Provided: -ATM, Smart Card 99 ECS (Electronic Clearing System) e.g. Telephone, Electricity Bills E- Security Firewalls, Electronic Market / e- shop Introduction to security, Types of Securities Security Tools, Network Security
<b>III</b>	CRM: Sales, Marketing and Service Management, What is BPO/BCP, Why it is required, Guidelines, Merits/De-Merits, Call Center – brief perspective technology wise, Functioning, Ethics, Disaster Recovery Management, Case Study Content Management and Disseminations: E-learning – Models WBT, CBT, Virtual Campus, LMS & LCMS, Video Conferencing, Chatting Bulletin, Building Online Community, Asynchronous/ Synchronous Learning, Case

	Study
<b>IV</b>	E – Logistics: Logistics & Supplier Chain Management, Warehousing Management, Transportation/Distribution Management
<b>V</b>	E – Governance: E –Governance Models: (G2B, G2C, C2G, G2G), Challenges to E – Governance, Strategies and tactics for implementation of E – Governance Case Study
<b>VI</b>	GIS/GPS: What is GIS?, Nature of Geographic data, Spatial Objects & Data Models, Getting map on Computers, GIS standards & Standardization Process of GIS development, Implementation and Deployment phases

**Text Books & References:**

1. Management Information System: Jawadekar
2. Management Information System: Laudon & Laudon
3. The Essential Guide to Knowledge management: Amrit Tiwana
4. The GIS Book: George B. Karte. 5. Internet (Use of Search Engines Google & yahoo etc)
6. E – Commerce: Milind Oka
7. E – Commerce: C.V.S. Murty
8. Fire Wall and Internet Security: William Cheswick, Stevens, Aviel Rubin
9. E-Governance Case Studies – Ashok Agarwal